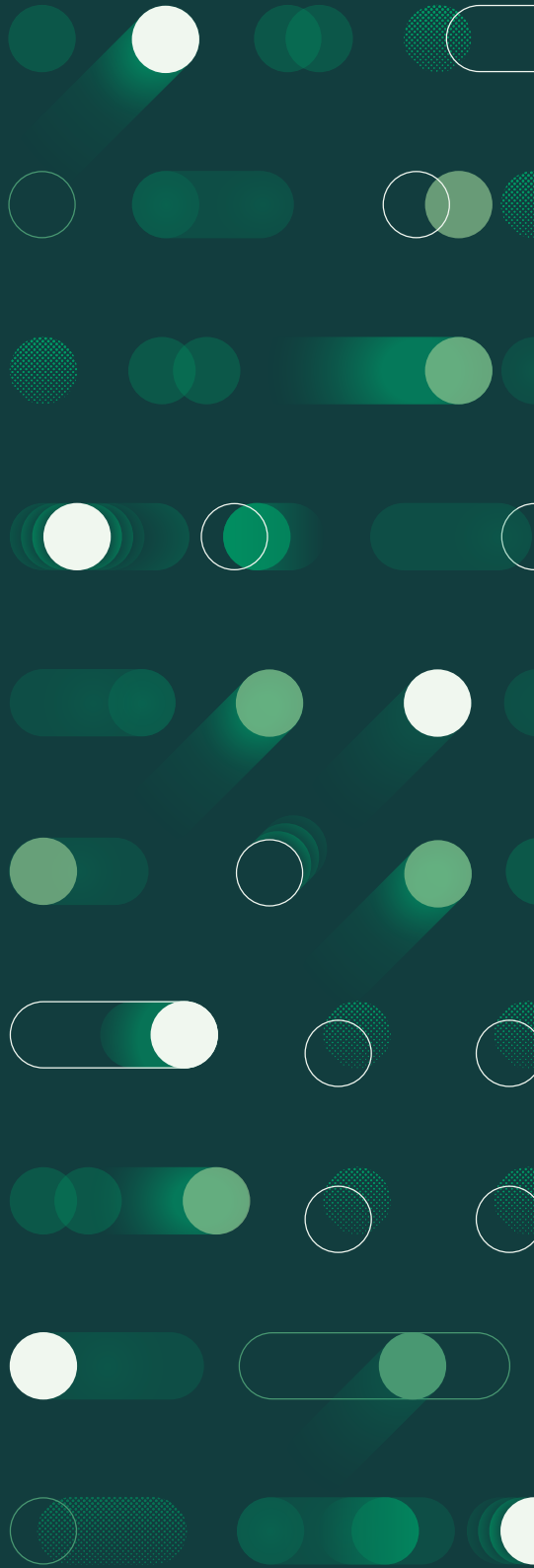




Executive Education



The Business School
for the World®



Drive impact. Alter the course of business

INSEAD Executive Education elevates the skills needed to lead and thrive in a rapidly changing world. With campuses across the globe, we bring together a diverse community of executives to enrich their perspective as leaders.

More than forty years ago, we pioneered customising executive education to meet the distinct needs of organisations. Today, we advance our legacy of entrepreneurial thinking and real-world relevance by connecting our renowned faculty with participants to share first-hand research and insights into today's business landscape and explore new approaches to problem-solving.

Offered in-person, online and virtually, we continuously adapt our programmes to reflect the most critical needs and opportunities of our time. Every programme provokes leaders to step outside their comfort zone and challenge their preconceived notions to drive meaningful impact at their organisations.

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In numbers...



Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.



Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.



Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore's bustling city centre and financial district, and benefits from the area's warm climate and culturally rich environment.



Abu Dhabi Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD's latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city's downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.



San Francisco Hub

Our first official center in North America, the San Francisco Hub for Business Innovation is a state-of-the-art facility which translates our unique global insights and perspective to organisations and business leaders from the US and around the world. Located in down-town San Francisco, just two blocks from the Giants' Oracle Park, the Hub is set to capitalise fully on the Bay Area culture of innovation and the digital transformation of business.

General Management

To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas – and who have the skills and knowledge to manage in an uncertain world. INSEAD offers 4 General Management programmes that support important transitions in your career:

PROGRAMMES
ARE ELIGIBLE
FOR THE
CERTIFICATE
IN GLOBAL
MANAGEMENT



- Advanced Management Programme
- Transition to General Management
- Management Acceleration Programme
- Leading Business Transformation in Asia.



Advanced Management Programme

LENGTH 4 weeks

- Senior executives such as CEOs, COOs, CFOs and heads of product divisions, geographical regions or other major business units within the private or public sectors
- An average of 12 years' management experience, with at least 5 years in a general management position and clear cross-functional and profit and loss responsibility.

- Strategic leadership, change and unstoppable trends: honing your skills to lead in a VUCAD world
- High-performance leadership, stakeholders, engagement and results: manage the expectations of diverse and often competing stakeholder groups while creating value
- Self-aware leadership and people: reflect upon and develop your leadership strengths and confront the gaps that are holding you back from being the best leader you can be
- Core elements: the 'Personal Leadership Agenda', the 'Strategic Encounter' and coaching combine to help you develop your action plan for the months following the programme.

- Participate in a reflective process that offers you insights into the way you exercise judgement
- Gain insights that challenge your assumptions
- Develop greater confidence by testing your assumptions and making them more robust
- Actionable knowledge: harness the knowledge you already have and turn it into workable action plans.

Transition to General Management

LENGTH 2 modules of 2 weeks

- Senior functional or technical managers close to making the transition to general management, or recently appointed general managers
- At least 8 years' management experience with a strong track record in one or more functional areas.

- A focus on value creation and the role of general management and leadership in long-term business development
- An integrated and comprehensive view of business, covering the key disciplines that underpin modern business organisations, from organisational behaviour to finance to operations
- A Leadership Development Process (LDP) that is personalised, helping you to discover your 'X-Factor' as a leader
- Awareness of global macro-economic trends and disruptive forces and a better understanding of how to manage businesses in our digital, disruptive age.

- Insights into key issues facing general managers in today's business environment, such as the challenges of digital disruption
- Leave with an integrated view of business by discovering key linkages across disciplines
- Expand your personal leadership development through our powerful Leadership Development Process (LDP)
- Embrace diversity and develop your international perspective
- Continue your learning and engagement through online learning and our alumni community.

Management Acceleration Programme

LENGTH 3 weeks

- Functional experts whose success depends on understanding the business as a whole and working effectively across functions and cultures
- Individual contributors and professionals who aspire to gain, or have recently gained, management responsibilities
- Typically graduates with 5 to 12 years' work experience and a strong track record in their own functional area.

- Sharpening your strategic insight: principles and tools to think strategically about every decision and action you take to boost your competitiveness
- Broadening your business expertise: perspectives from every business function to give you the ability to recognise, create, measure and capture value
- Strengthening your leadership foundations: frameworks, reflection and practice to enhance your presence, increase your ability to lead in and across teams, and plan your future growth
- Maximising your ongoing learning and development as you return to the workplace through optional follow-up coaching.

- Become a more competent and confident manager with new insights, knowledge and skills
- Enhance your ability to lead mindfully, effectively and responsibly, with or without formal authority
- Stay focused on creating value – grounded in long-term purpose
- Develop a clear plan for your personal and professional development, and an international network of high-potential individuals to help you achieve your goals.

Leading Business Transformation in Asia

LENGTH 2 weeks

- Executives with at least 8 years' management experience, who are newly appointed general managers, heads of functions or senior functional experts seeking to build their global and regional business acumen
- Typically, participants already work in Asia and have strategic responsibility for driving their business forward and growing their teams in the region
- Also ideal for experienced general managers new to Asia, who are seeking to adapt their business practices to the region.

- Essential topics on macro-economics, strategy, marketing, change management, leadership and decision-making to help structure your agenda on leading business transformation in your organisation
- Competing with 'contextual intelligence': an examination of social/geopolitical risks in the region; the trade-offs between global integration and local adaptation; winning strategies for success in Asia and beyond
- Key insights on digitalisation, innovation and entrepreneurship in Asia: how to leverage AI, machine learning and prototyping to make better organisational decisions; how to capitalise on new forms of partnerships, e-commerce/m-commerce and digital platforms for value creation.

- Understand the transformation of the global and regional business landscape, driven by integration, interconnectedness and digital disruption
- Gain greater insight into business fundamentals as well as the confidence to lead across functions and geographical borders
- Develop innovative approaches to strategy, marketing, organisational design and change in the Asian context
- Learn to make effective individual and group decisions in the context of uncertainty and strategic interdependence
- Understand which business principles and practices are universal, and which need to be tailored to Asia.

“The Transition to General Management programme focused on building that toolkit to give us more things to work with and also creating a huge group of people we can still go to years later and ask: ‘Does anyone have experience with this?’”

Anne North

Past Participant, Transition to General Management



Corporate Governance

Being a board member is an exceptionally important role that resembles no other. Even those who have excelled in senior management face new challenges. But how do you develop new skills and knowledge at this level? INSEAD has created 7 highly specialised programmes to bridge the gap between senior management and corporate governance – and to give board members the insights they need to ensure high performance and value creation in the long and short term:

- International Directors Programme
- International Directors Banking Programme
- Leading from the Chair
- Aspiring Directors Programme
- Value Creation for Owners and Directors
- Advanced Strategy for Directors
- The Family Enterprise Challenge.

International Directors Programme

LENGTH 3 modules of 3 days

- Chairs and non-executive directors of listed and private corporations, government organisations and not for profits
- C-suite executives with board-level responsibilities or exposure
- Family members and shareholders on boards of large family companies
- Senior professionals from the institutional investment community and partners of professional firms who serve on boards.

- A focus on the knowledge and competencies expected from directors in today's environment, while developing skills that help build an effective board culture and drive performance
- Three modules: board effectiveness and dynamics; board decision-making and oversight; director effectiveness and development. Together, they represent the knowledge base directors need to be effective board members
- Tailor-made learning methods for directors, including 360-degree survey, coaching and simulation exercises.

- Understand the broader context in which boards operate and the responsibilities that come with a board mandate
- Hone your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance
- Option to obtain the INSEAD Certificate in Corporate Governance (IDP-C), which demonstrates mastery of skills and competencies expected from board members.

International Directors Banking Programme

LENGTH 3 modules of 3 days

- Board members/directors in banking
- Senior bank executives with governance experience
- Members of board committees
- Auditors and legal counsel of financial institutions working with banks and their boards
- Regulators and supervisors.

The programme focuses on three fundamental questions:

- What do bank directors need to know about the modern banking landscape to set the direction of the organisation?
- How can bank directors and executives cultivate board efficiency and positive dynamics for a high-performing culture?
- In the current context of the banking sector, how can bank directors best exercise their responsibilities to accomplish what is required in the boardroom?

- Understand the broader context in which banks operate including the inherent tension and pitfalls associated with governance in the banking sector
- Develop an understanding of the fundamental principles of corporate governance with clarity on the roles and responsibilities of bank board directors and executives
- Gain an overview of the knowledge and competences expected from bank directors including skills around governing across cultures and geographies, stakeholder engagement and crisis management
- Develop director-specific skills that contribute to the creation of a high-performing board and corporate culture
- Hone your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance.

Leading from the Chair

LENGTH 3 days

- Chairs and vice-chairs of boards of directors
- Chairs of major board committees with significant experience
- Chairs of management boards and executive committees, members of regulatory governing bodies, and chiefs of staff from the government or military.

- Chair responsibilities: setting and measuring board support systems and performance, understanding the keys to effective group dynamics and bridging the information gap between board and management
- Chair competencies and skills: motivating individual directors, facilitating effective meetings, leading difficult discussions, mentoring and developing board members and executives
- Crisis management: how the role of the chair changes, addressing stakeholder pressure, managing directors' anxieties and interacting with the CEO.

- Deepen your understanding of how board and chair roles are changing and share best practices with international peers
- Improve your ability to organise and conduct effective meetings
- Acquire tools for coaching and developing senior executives
- Hone your ability to challenge executives and directors on the key issues that underpin corporate performance
- Address pressures that develop when facing a crisis.

Aspiring Directors Programme

LENGTH 5 days

- Professionals, managers or executives without experience as board directors, that aim to serve in a corporate governance role
- Family members and controlling shareholders of boards of small & medium family companies
- Executives of government and non-profit organisations and agency professionals from the institutional investment community
- Senior Executives (CEO, COO, CFO, CIO etc.).

- The nature of corporate governance and the principle corporate governance systems: what are the main institutions, roles and processes involved?
- Board fundamentals and the dynamics at play: responsibilities, effectiveness, efficiency and how best to exercise responsibilities in the boardroom
- Finance literacy for directors
- Exploring emerging challenges: diversity, sustainability, digital disruption and more.

- Understand the broader context in which boards operate and the responsibilities that come with a director mandate
- Gain an overview of the knowledge and competencies expected from directors in today's environment
- Develop director-specific competencies that contribute to the creation of a high-performing board.

“The case studies were extremely helpful to put the theory into practice. It was key for all of us to understand that the independent director role comes with responsibility to set the strategy and framework for the CEO (and that the board of directors do not have an executive role) – we must stand back. The professors were top who provided us with international insights, case studies and in-depth knowledge and experience. The group spirit was great with participants that are now in my close network.”

Kathrin Wolff Schmandt

Past Participant, Aspiring Directors Programme



PROGRAMME

Value Creation for Owners and Directors

LENGTH 5 days

PARTICIPANT PROFILE

- Owners and directors of private and listed companies, including chairs of boards and shareholders in family firms, corporate structures, conglomerates and sovereign wealth funds
- Investors, senior professionals from the institutional investment community as well as strategic investment units
- Professionals from firms that serve boards and their committees.

CONTENT

- Definition of the concept of value: how to create it, how to specify and assess the risk that owners and directors are prepared to take in the pursuit of value
- The relationship between value creation and growth – and the strategic options for achieving growth: M&As, alliances and international expansion
- Presentation of an operational ownership framework to facilitate effective interaction between owners, boards and managers, with an emphasis on fair process in leadership
- Selection and performance evaluation of boards and managers.

KEY BENEFITS

- Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate
- Provide an overview of the knowledge and competencies expected from owners and directors today
- Develop skills that contribute to the creation of a high-performing board culture
- Hone your ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation.

Advanced Strategy for Directors

LENGTH 5 days

PARTICIPANT PROFILE

- Directors, executives and shareholders interacting with boards in the formulation and oversight of strategy
- Members of the INSEAD Directors' Network (IDN)
- Master in business administration (MBA) alumni with board experience (board members, C-suite executives and professionals working with boards).

CONTENT

- Understand the need to build competitive advantage, particularly in today's turbulent global environment
- Review the key questions of disruption and substitution
- Recognise the growing importance of an organisation's ecosystem and dynamics
- Deepen your understanding of the changing nature of the business environment, with an emphasis on the global and digital transformations of our world
- Review the processes required for boards to address these issues effectively.

KEY BENEFITS

- Deepen your understanding of the strategic challenges brought about by today's global environment
- Review and explore how boards can play a role in anticipating and overcoming such challenges
- Engage with topical issues such as the growing impact of digital technology on strategy and organisations, and on the role of the board
- Practice formulating, implementing and evaluating strategies in a board environment
- Develop your strategic competencies as a director.

The Family Enterprise Challenge*

LENGTH 4.5 days

PARTICIPANT PROFILE

- Family members who work in a family-owned firm and/or are controlling shareholders or related to them
- Professionals who work for the family business (e.g., board member, CEO, chairperson)
- Participants come in teams of 2 to 8 representatives from the same family firm, with a majority being family members.

CONTENT

- Addressing the family business system and its unique challenges
- Understanding and strengthening family relationships, values and aspirations to create a shared purpose and vision
- Aligning family ownership, business strategy and governance through INSEAD's Parallel Planning Process
- Developing new skills using the concept of Fair Process to improve family harmony and business performance
- Action planning, execution and follow-up, including the use of effective family meetings to create a business family that is professionally emotional and a source of happiness.

KEY BENEFITS

- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance
- Gain insights into the psychological dynamics of family leadership, management and governance in both the business and the family
- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships
- Master a range of powerful family business tools, such as the Parallel Planning Process and Fair Process.

*This programme is also delivered in French. Please visit our website or contact us for further details.

Top Management

Having great vision is not always enough to excel in business. You need to become a visionary leader. You need to be able to inspire your people, invent new possibilities and shape the future. INSEAD offers 3 programmes to take you to the next level:

PROGRAMMES
ARE ELIGIBLE
FOR THE
CERTIFICATE
IN GLOBAL
MANAGEMENT



- AVIRA: Awareness, Vision, Imagination, Role, Action
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice.





PROGRAMME

AVIRA: Awareness, Vision, Imagination, Role, Action

LENGTH 5 days

PARTICIPANT PROFILE

- Top executives who hold significant responsibility and who are grappling with dilemmas of organisational and personal transformation
- Typical participants include CEOs, managing directors, C-suite executives, executive vice-presidents, board members and chairpersons.

CONTENT

- The leader's role in the context of ever-changing global economic, political and social environments
- Habits of effective top executives and practices of high-performing organisations
- Engagement with accomplished peers and international thinkers
- Coaching and feedback sessions that provide an opportunity for self-awareness and a deeper understanding of your leadership abilities and personal development.

KEY BENEFITS

- Discuss and understand where the world is headed and what the implications might be for leaders and organisations
- Appreciate and learn the habits of effective leaders and the practices of high-performing organisations
- Gain fresh insights into your organisation's future performance and depart with a concrete personal action plan to lead and deliver more effectively
- Hone your judgement and fine-tune your decision-making instincts.

The Challenge of Leadership

LENGTH 4 modules of 5 days

- Experienced senior executives in large and medium-sized firms, entrepreneurs and senior executives in the public sector
- Typically CEOs and board members – participants hold top-level positions with extensive career experience.

- How behaviour affects the organisation, examining conscious and unconscious behaviour, and rational and irrational action
- Increasing managers' ability to act, reflect and then refocus their actions, to become 'reflective practitioners'
- Clinical frameworks drawing upon psychoanalysis, development psychology and cognitive theory, among others.

- Increase your confidence at the most senior levels by discovering the forces behind authority and power
- Evolve your leadership style to improve the effectiveness of your organisation
- Build high-performance teams by diagnosing and eliminating toxic cultures and dysfunctional processes
- Achieve a better work-life balance by determining when to pull back and how to share responsibilities.

LEAP: Leadership Excellence through Awareness and Practice

LENGTH 10 days + 5 days + 5 days

- Senior executives who already occupy significant leadership positions, including top managers (e.g., CEOs, managing directors, executive vice-presidents) in large and medium-sized corporations
- Senior partners in professional firms, senior executives in not-for-profit organisations, entrepreneurs, owners of large family businesses, and board members of any such organisations.

- A targeted approach to help senior leaders enhance their leadership effectiveness through self-awareness and practicing newly learned behavioural knowledge to improve the way they lead
- Leadership challenges at three distinct yet connected levels: organisational, interpersonal and intrapersonal
- Integrated mix of plenary and group-work sessions, providing opportunities to practice and get feedback from peers, faculty and a group of experienced coaches. Between modules, participants practice these behaviours with the support of coaches and group members, until they become habits.

- Gain a better understanding of your leadership style, its origins, and impacts on you and others
- Revisit your priorities – current and future – and hone in on the professional and personal legacy you want to leave behind
- Shift behaviour in ways that will amplify your strengths and develop new capabilities through identification, development, feedback and practice
- Complement 'doing' with 'reflection', thereby enhancing your capacity to self-learn.

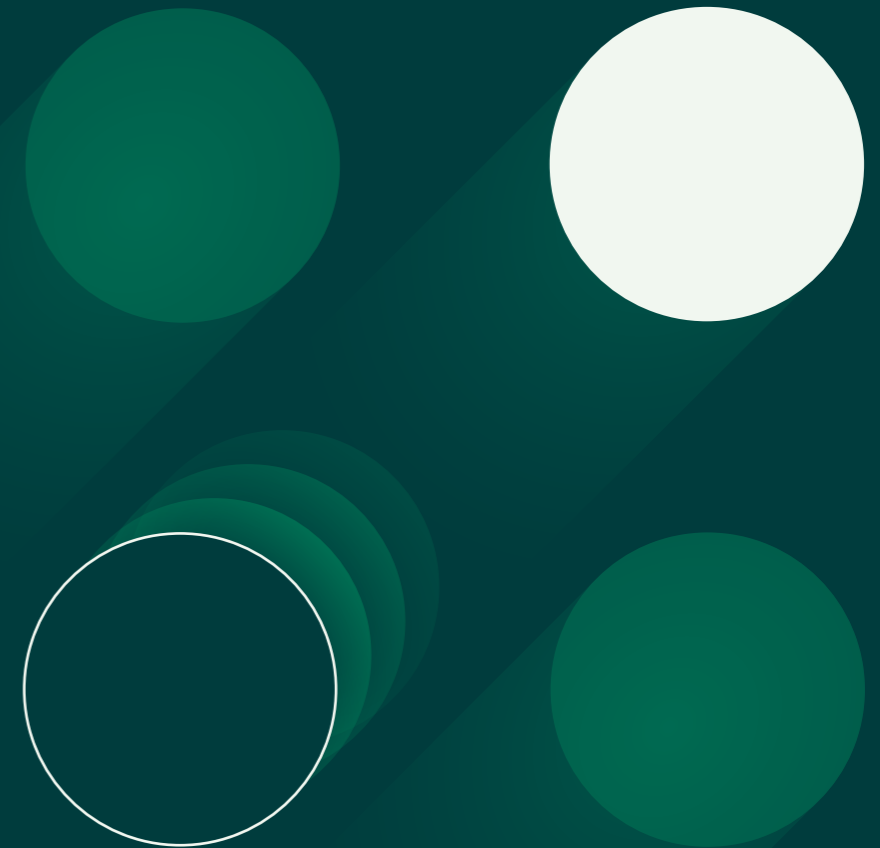
Leadership

Effective managers do not always make strong leaders. They have to learn new skills and gain new self-awareness in order to influence and inspire those around them. And in today's increasingly international business environment, they also need to adapt their skills and self-awareness to lead across cultures and borders. Choose from our wide range of 17 Leadership programmes:

PROGRAMMES
ARE ELIGIBLE
FOR THE
CERTIFICATE
IN GLOBAL
MANAGEMENT



- Leading Change in an Age of Digital Transformation
- Strategic Decision Making for Leaders
- INSEAD Coaching Certificate
- Advanced Programme in Coaching Groups
- Leading for Results
- Learning to Lead
- High Impact Leadership Programme
- Leading Successful Change
- The Leadership Transition
- Integrating Performance and Progress
- Women Leaders Programme
- Leading Across Borders and Cultures
- Strategic Leadership in Africa
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice
- Strategy Execution Programme
- Negotiation Dynamics.



Leading Change in an Age of Digital Transformation

NEW

LENGTH

3 days

- Senior executives and senior middle managers who lead strategic change related to digital transformation initiatives in their organisations
- While individual participants are completely welcome, it is beneficial for several managers within the same organisation (up to three managers) to come together as existing or potential members of a digital transformation initiative team.

- Initial Ignition: What are the most common ignition pitfalls, why do smart people fall into them and how can you avoid them?
- Lift-off and Launch: Who do you need as early adopters and how do you secure their engagement? Which resisters should you ignore and which should you tackle? After lift-off, how do you throttle up the enthusiasm to gain momentum in the launch phase?
- Sustained Success: Why do transformations that achieve successful lift-off and launch fail to reach "escape velocity" and fall back to earth? How can you build a sustaining coalition?
- The Live Case Application Approach: You will explore company case studies that illustrate and illuminate core concepts and tools, and apply the concepts and tools to your own "live case" in real time over the course of the programme.

- Enhance your understanding of the unique aspects of leading digital transformation change
- Elevate key skills in change leadership relative to people and process across all three stages of digital transformation - Initial Ignition, Lift-off and Launch and Sustained Success
- Leave with a concrete action plan for your own digital transformation initiative.

Strategic Decision Making for Leaders

NEW

LENGTH

3 days

- Senior executives and key decision-makers
- Managers responsible for building high-performing teams
- Managers who frequently lead projects and want to improve their ability to make smart, sound decisions
- In particular, executives who must frequently make strategic decisions under high levels of uncertainty.

- Practical frameworks drawn from management science and psychology to help improve your decision-making
- Learn to navigate common traps in shaping and implementing a rigorous process of decision-making
- Through hands-on exercises, learn to apply simple data science techniques and devise insightful experiments to improve individual and team judgement
- Discover how decision processes can be managed more fairly through 'fair process' leadership techniques
- Explore how to adopt sustainable decision-making processes to help your organisation avoid the pitfalls of a short-term focus.

- Develop thinking skills, sharpening your intuition in the face of risk and uncertainty
- Learn ways to discover, manage, mitigate and avoid decision-making traps
- Learn to leverage the power of 'nudges' – a light-touch way to influence human behaviour and improve decision-making
- Boost your ability to build high-performing teams
- Become a more strategic leader by understanding the long-term impact your decisions can have on your organisation.

INSEAD Coaching Certificate

LENGTH

4.5 days + 4 days + 3 days

- Executive coaches: professionals who wish to deepen and strengthen their leadership and executive coaching practice
- Internal coaches: professionals who wish to further develop their coaching skills to leverage performance and growth within their organisation
- Leaders coaching leaders: senior managers who seek to develop competencies to effectively coach their teams or who are transitioning into a coaching role.

- Key areas: individual and group coaching fundamentals, coaching skills development and dynamics of coaching
- Strong focus on learning by doing, involving active coaching engagements, role plays, peer coaching, group learning and supervision of practice, as well as cutting-edge classroom sessions with INSEAD faculty
- A three-module learning experience with virtual coaching and supervision between modules.

- Develop yourself as a coach by gaining an understanding of the different approaches to coaching
- Increase your awareness of how effective you are as a coach
- Explore how to define the scope of a coaching relationship prior to taking a coaching engagement
- Develop your ability to use assessment tools to support coaching objectives
- Gain exposure to different schools of thought that INSEAD leverages for our leadership development activities.

Advanced Programme in Coaching Groups

NEW

A follow-up programme to the INSEAD Coaching Certificate

LENGTH

4.5 days

- Coaches interested in improving their ability to recognise and work with group dynamics when coaching groups and teams
- Applicants must have completed the INSEAD Coaching Certificate programme in order to be eligible.

- Through experiential group learning and coaching you analyse and explore the dynamics of group behaviour
- The conscious and unconscious forces at play and how to harness them for effective group coaching
- Coaching both established, recently formed and transient groups
- Managing ambiguity: being part of and apart from the group to coach with the necessary distance
- Exploring your own behaviour within the group: your own leadership and followership preferences.

- Reconnect with a diverse group of coaches and build on previous learning
- Learn about the exercise of authority, leadership behaviour, and team dynamics at different levels of analysis
- Gain valuable insight into leadership styles and enhance your effectiveness in harnessing group dynamics to effect positive change in groups and teams
- Develop your effectiveness in recognising, engaging and coaching with group dynamics.

“You come away empowered to find your own answers and with a much more open, a much broader mindset. I found that the flexibility and openness you need to develop as a coach are brilliantly embedded throughout the learning experience.”

Salma Alshuhail
Past Participant, INSEAD Coaching Certificate



Leading for Results

LENGTH

5 days

- Middle or senior managers from all functional areas who have typically made the transition from managing individual contributors to managing other managers
- More than 6 years' management experience, with significant line or functional responsibilities, and with high potential for top leadership positions.

- Setting direction: understand the characteristics of a challenging vision and strategy – and how to communicate them
- Aligning resources: learn to design a results-oriented organisational structure, develop high-performance cultures, align goals and sustain focus
- Inspiring action: uncover ways to create high-performance teams, lead by leveraging emotions and align rewards with performance
- Capability development: learn to develop yourself using feedback from others (including the programme's 360-degree assessment), and how to develop others through effective coaching and mentoring.

- Gain clear insights into the strengths and weaknesses of your leadership style
- Acquire resources for creating vision and setting direction to guide individuals, teams and organisations to create a high-performance culture
- Explore frameworks for inspiring people and motivating them to perform better
- Learn to apply tools for energising individuals, teams and organisations.

Learning to Lead

LENGTH

4 days

- Professionals making the transition from an individual contributor status to a position of managing others for the first time, or who have made this move within the last 2 years
- Professionals from diverse industries and age ranges, who share the need to develop their people-management skills as they manage direct reports for the first time.

- Mastering essential leadership skills to become a successful manager of people
- Developing people skills to lead teams, motivate others, reinforce good performance, correct undesired behaviour and provide constructive feedback effectively
- Learning frameworks, tools and techniques to support different managerial roles
- Understanding the four key roles of a manager: director, motivator, enabler and coach.

- Develop awareness of your strengths and weaknesses as a leader
- Acquire confidence and tools to create vision and set team direction for greater success
- Master frameworks and tools to inspire people and motivate them to perform better.

High Impact Leadership Programme

LENGTH

5 days

- Managers with 3 to 6 years' experience leading teams who are looking for specific training in leadership and management
- Participants range from high-potentials to experienced technical specialists who have come to leadership positions late in their careers.

- Understanding organisations: the structure, culture and behaviour; how to influence and incentivise people, leveraging formal structures and informal networks
- Leading teams: the interface between the individual and the organisation; how to manage internal group processes and develop talent; how to manage external sources of knowledge, information and support
- Developing leadership skills: a hands-on workshop; practical sessions with coaching and group work to develop self-awareness, address personal weaknesses and build on personal strengths; the creation of an individual development plan supported by post-programme follow-up.

- Understand how organisations work and how to develop and use your professional network to achieve your objectives
- Learn how to create and maintain a high-talent, high-energy and high-performance 'X-team'
- Enhance your ability to obtain results through others by improving self-awareness, motivating your team and influencing your organisation.

Leading Successful Change

LENGTH

3 days

- Middle to upper-middle managers in public or private sector organisations with at least 8 years' experience
- Responsible for teams, units or larger organisational segments – and likely to lead strategic change initiatives
- Applications are encouraged from groups of 2 to 3 members of the same organisation.

- Develop core skills for leading and sustaining change by helping others see the need, anticipating resistance to change, inspiring and influencing others
- Self-awareness as an agent for change, examining your strengths, weaknesses and personal approach
- Hone your change implementation skills in a risk-free environment using Change Pro, a proprietary system that simulates a 120-day change initiative in just a few hours
- Understand the five key drivers of success: initiating change, propelling change, sustaining change, diagnosing your change skills and creating an action plan.

- Enhance your understanding of the change process
- Gain the skills and tools required to initiate and execute change
- Create a detailed action plan for your specific change initiative.

The Leadership Transition

LENGTH

5 days + 2 days

- Experienced, mid-career executives in upper-middle to senior-level positions preparing to take on enhanced leadership responsibilities within their organisations
- Particularly those who are moving from functional or operational roles into roles that are more strategic.

- Understand the latest leadership models – and personalise them for yourself and your organisation
- Compare yourself with different leaders by analysing their styles on video
- Learn the hidden dynamics of your team's behaviours and how to leverage them
- Diagnose your organisation's political landscape and get things done through effective informal networks
- Use 360-degree feedback and coaching skills for self-improvement – and develop an individual action plan.

- Gain valuable personal insight into your leadership style and its impact
- Develop a leadership strategy with more constructive use of leadership power, allowing for more effective behaviour and results as a leader
- Become a transformational change agent, facilitating an increase in positive results from senior-level initiatives.

Integrating Performance and Progress

LENGTH

3 days

- Senior leaders who want to comprehend and clarify how they may better integrate enterprise performance and societal progress in their organisation
- Typical participants include heads of businesses, heads of functions, board members, family business owners and entrepreneurs.

- Performance: How do we define performance and explain high performance, and why is performance necessary, yet not sufficient in sustaining trust?
- Progress: How do we define societal progress and what is the role of business in contributing to it? In which enterprise choices and actions does progress lie? How to manage trade-offs between performance and progress?
- Dilemmas: How to integrate performance and progress based on three core dimensions: strategy, operations and governance?

- Review what drives performance, and when and why it can run counter to progress
- Understand how enterprise strategy, operations, and governance are the touchpoints through which business leaders can integrate performance and progress
- Understand the principles of progress and comprehend the relevance of the philosophical notion of 'propriety' in your evolution as a reflective business leader
- Anticipate and learn how to address the implementation challenges within your organisation and industry.

"I think the programme meets the needs and challenges that every senior professional has to overcome in order to move from a siloed role into a more managerial position. It has relevance to people in every discipline and sector. I think it's an experience that shifts you – not only mentally and professionally; it shifts you as a person and in a really positive way."

Stelios Sousamoglou
Past Participant,
The Leadership Transition

Women Leaders Programme

LENGTH 4 days

Designed for an elite group of women business leaders, the programme will benefit executives from a range of disciplines and managerial backgrounds, who:

- Have reached the office of vice-president or have an equivalent level of responsibility
- Have been identified as high-potential leaders and have used that opportunity to their advantage
- Are seeking to enhance their leadership skills, and demonstrate strong drive to reach the top of their organisation
- Have a minimum 15 years' professional work experience.

- Gain real-time personalised feedback on your leadership style, as we put you through your paces in experiential leadership exercises
- Work on one of your current leadership challenges with peers and an expert coach
- Learn to overcome hidden barriers to change and build a personal development plan to prepare for the next steps in your career
- Develop your own voice and drive your career success by leveraging networks, mentors and sponsors.

- Hear cutting-edge ideas about leadership and learn tried-and-tested techniques you can apply to overcome the unique challenges faced by women leaders
- Develop greater confidence and a better understanding of your personal leadership style, enabling you to implement and lead change effectively within your business
- Work with a professional coach to develop clear aims for your ongoing personal and professional development, and build a peer network of women succeeding in senior roles around the world.

Leading Across Borders and Cultures

LENGTH 5 days

- Executives based at headquarters but who manage international activities
- Managers in charge of international outsourcing activities, international sales, or cross-border mergers and acquisitions
- Business development and sales and marketing experts who negotiate deals and sell products to clients in other countries
- Senior managers currently (or about to be) posted abroad
- Global leaders who manage the collaboration of teams in multiple locations.

- Examine the unique dynamics and challenges of leading in global roles, reflect on your own profile and identify action steps to improve your capabilities
- Decode the cultural differences that affect your business's success, avoid culture traps and bridge gaps
- Improve virtual team management and more effectively manage team members when each person is in a different location.

- Learn to lead across global organisations
- Develop the skills to manage virtual teams
- Improve your ability to negotiate and motivate internationally
- Understand cultural influences and develop strategies for working successfully across the world.

Strategic Leadership in Africa



LENGTH 4.5 + 3.5 days

- Senior managers and decision-makers in corporate firms or state owned enterprises
- Senior functional or technical managers about to make a transition to general management or recently appointed general managers
- Founders of established entrepreneurial ventures
- Those based in Africa, or in headquarters outside the region, with responsibility for expanding operations in multiple areas or markets
- Those with at least 8 years' management experience.

- Understand the strategic challenges present in Africa and how to overcome them using business model innovation, enhanced strategic agility, anticipating risk and managing change
- Learn to build high-performing teams in diverse environments
- Understand the context of business in Africa, including the politics and economic volatility in an African setting and Africa in a globalising economy
- Develop your leadership skills for a changing world, including leadership approaches for building engagement, approaches to communication and understanding influence and authority.

- Develop a profound understanding of the competitive context and business environment in Africa
- Enhance your leadership skills and ability to work in and run high-performing teams
- Gain practical insights and immediately apply them to challenges within your organisation
- Learn from real cases studies of African business.

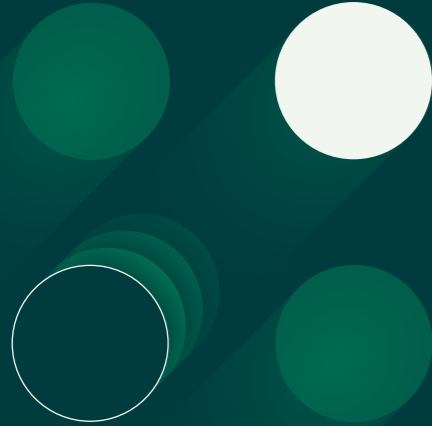
The Challenge of Leadership

LENGTH 4 modules of 5 days

- Experienced senior executives in large and medium-sized firms, entrepreneurs or senior executives in the public sector
- Typically CEOs and board members, participants hold top-level positions with extensive career experience.

- How behaviour affects the organisation, examining conscious and unconscious behaviour, and rational and irrational action
- Increasing managers' ability to act, reflect and then refocus their actions, to become 'reflective practitioners'
- Clinical frameworks drawing upon psychoanalysis, development psychology and cognitive theory, among others.

- Increase your confidence at the most senior levels by discovering the forces behind authority and power
- Evolve your leadership style to improve the effectiveness of your organisation
- Build high-performance teams by diagnosing and eliminating toxic cultures and dysfunctional processes
- Achieve a better work-life balance by determining when to pull back and how to share responsibilities.



PROGRAMME

LEAP: Leadership Excellence through Awareness and Practice

LENGTH 10 days + 5 days + 5 days

PARTICIPANT PROFILE

- Senior executives who already occupy significant leadership positions, including top managers (e.g., CEOs, managing directors, executive vice-presidents) in large and medium-sized corporations
- Senior partners in professional firms; senior executives in not-for-profit organisations; entrepreneurs; owners of large family businesses; and board members of any such organisations.

CONTENT

- A targeted approach to help senior leaders enhance their leadership effectiveness through self-awareness and practising newly learned behavioural knowledge to improve the way they lead
- Leadership challenges at three distinct yet connected levels: organisational, interpersonal and intrapersonal
- Integrated mix of plenary and group-work sessions, providing opportunities to practise and get feedback from peers, faculty and a group of experienced coaches. Between modules, participants practise these behaviours with the support of coaches and group members, until they become habits.

KEY BENEFITS

- Gain a better understanding of your leadership style, its origins, and impacts on you and others
- Revisit your priorities – current and future – and hone in on the professional and personal legacy you want to leave behind
- Shift behaviour in ways that will amplify your strengths and develop new capabilities through identification, development, feedback and practise
- Complement 'doing' with 'reflection', thereby enhancing your capacity to self-learn.

Strategy Execution Programme

LENGTH 5 days + 3 days + 3 days

PARTICIPANT PROFILE

- Senior managers who are new to implementing strategy, moving into a more challenging implementation role or simply looking for new ideas to try where others have failed
- Executives who are accountable for outcomes and direct control of significant resources (budgets and groups of people)
- General managers who lead business units, senior managers who head significant departments or leaders of major project teams.

CONTENT

- A three-module journey of 'learning by doing', uniquely structured around your own challenges
- Build the skills, knowledge and confidence to overcome barriers, make ambitious strategies work and achieve sustainable change
- Extended learning and support to practise new skills, including facilitated peer-to-peer networking, to maintain momentum between modules and after the programme.

KEY BENEFITS

- Come with a heightened awareness of your strategic aspirations and challenges, and leave with a more realistic and actionable plan of execution
- Gain new insights about the hidden barriers to strategic execution and how to overcome them
- Acquire a deep understanding of how to get results from future strategic initiatives
- Understand the psychological dynamics between strategy execution practitioners and stakeholders.

Negotiation Dynamics

LENGTH 3 days

PARTICIPANT PROFILE

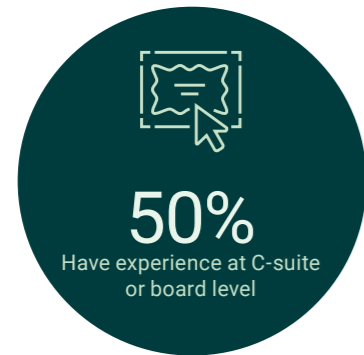
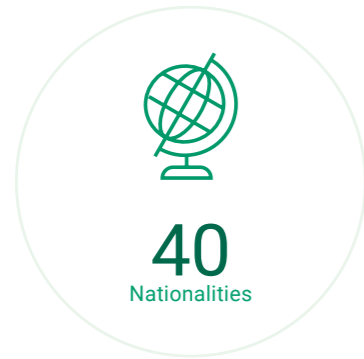
- Executives who have at least 8 to 10 years' management experience and have gained substantial experience in conducting and supervising business negotiations
- Executives involved in M&As or joint-venture negotiations, those handling procurement, human resource managers, entrepreneurs, managers in liaison roles, such as national account managers, key account managers, barristers and other lawyers.

CONTENT

- Understand the process of preparing strategically, recognising the available choices, seeking value, communicating carefully and leading proactively
- Strategy and implementation: learn to think and do through a series of hands-on simulations
- Learn from the experiences of others and experiment with new ideas in a safe environment to develop a style of negotiating that works for you
- Negotiate across cultures, industries and functions.

KEY BENEFITS

- Improve your negotiation outcomes – with fewer conflicts and greater confidence
- Learn best practices and processes to navigate any negotiation, from preparing and debriefing to predicting what is likely to happen next
- Acquire hands-on practice and develop a new mindset – enabling you to change your behaviour
- Continue to improve your performance through optional post-programme one-on-one coaching sessions.



INSEAD

Executive Coaching



At INSEAD Executive Coaching, we believe that effective leaders contribute to the creation of sustainable organisations that are great places to work. Our outlook is that the ways leaders deal with their people and the type of organisational culture they create, are the real and enduring sources of competitive advantage.

Our mission is to develop reflective leaders who create results-driven, adaptive and innovative organisations by putting people first.

We deliver 200+ leadership development programmes or modules per year at Degree and Executive Education levels. Every session is guided by our philosophy of closely integrating spaces for action and spaces for reflection to achieve the maximum impact. We work across all three INSEAD campuses: Fontainebleau, Singapore and Abu Dhabi. INSEAD Executive Coaching faculty and coaches also travel throughout the world to deliver company-specific learning. In addition, we offer follow-up sessions remotely using a variety of technologies from simple phone calls to customised social media and webinar platforms.

Exceptional leadership development coaches

INSEAD Executive Coaching is well known for the quality and diversity of its coaches. Our 130+ multi-cultural expert leadership development coaches, resident in 20+ countries and working worldwide are all carefully selected for their expertise in individual coaching. In addition our pioneering group-coaching techniques – developed especially for executives to learn from and support each other – make us really stand out when it comes to leadership development.

New On-Demand Virtual Executive Coaching

Develop self-awareness and personal insight for more effective leadership

In times of chaos and turbulence the pressure to deliver and make the final call can be challenging. It is during these times that crafting space for reflexion, developing self-awareness and exploring biases is key. Now, more than ever, coaching leaders has become more crucial.

INSEAD's new on-demand Virtual Executive Coaching offers four one-to-one sessions with one of our highly experienced coaches providing you with the tools and insights to become a better and more reflective leader.

A Four-Step Process

Whilst working from home is the new "norm", the pressure to deliver and deliver fast coupled with increased loneliness at the top has never been more acute. One-to-one coaching sessions provide a personal and safe space to address everyday leadership challenges whilst simultaneously preparing you to become a stronger and more confident leader, ready to respond to the uncertainties that lay ahead.

Your INSEAD coach will help you reflect on your leadership style and be at your side to support you as you rise to today's challenges and prepare for tomorrow's.

After booking your 4 virtual coaching sessions of 1 hour each, INSEAD will connect you with your expert coach so that you can start planning your sessions according to your schedule. Fee: € 1,600



Step 1

Shortly after booking your sessions, our team will be in touch with you to define your coaching objectives



Step 2

Once your objectives are defined, we will carefully review them and select the right coach for you



Step 3

INSEAD will connect you to your coach so you can start planning your sessions according to your schedule



Step 4

You connect from anywhere in the world to your virtual sessions

Digital Transformation and Innovation

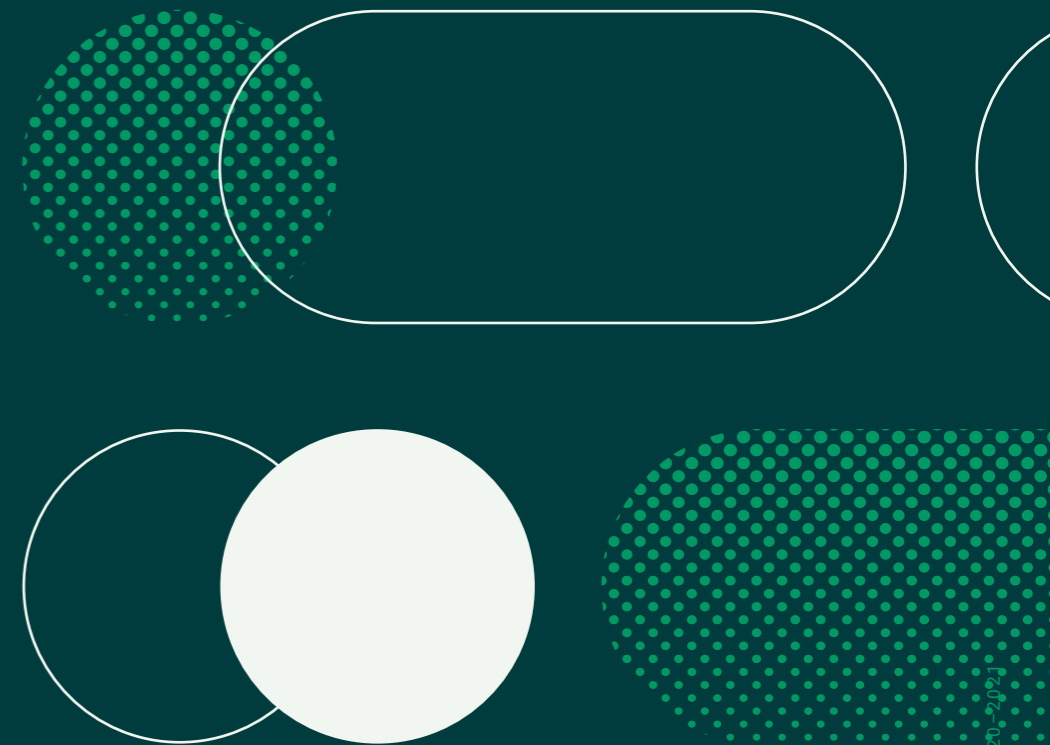
INSEAD offers 6 programmes that focus on achieving a competitive advantage through human-centred innovation and digital transformation:

PROGRAMMES
ARE ELIGIBLE
FOR THE
CERTIFICATE
IN GLOBAL
MANAGEMENT*



- Leading Digital Transformation and Innovation
- AI for Business
- Innovation by Design
- Leading Change in an Age of Digital Transformation
- Leading Digital Marketing Strategy
- INSEAD Blue Ocean Strategy.

*Open online programmes are not eligible



Leading Digital Transformation and Innovation

LENGTH

5 days

- Leaders and senior executives seeking the comprehensive perspective needed to lead in a digital world: strategic understanding, organisational wisdom and innovation capabilities
- Senior managers seeking to build their own strategic, leadership, and innovation capabilities, and develop personalised, actionable plans
- Senior executives wanting to understand how to lead a digital transformation.

- A strategic view of digital with insights into the fundamental drivers behind digital transformation
- An organisational view of what it means for companies to become more digitally ready, including aspects such as roles and structures, culture, teamwork, and even personal social networks
- An innovation view that uncovers how to foster the innovation at a personal and team level to respond to a digital world. Draws on our research involving more than 400 businesses and 16,000 executives and innovators.

- Acquire a concrete view of key strategic drivers of digital transformation in your industry
- Analyse the organisational and team capabilities needed to support a digital-ready business
- Learn the innovation capabilities to generate more insights and transform these insights into new businesses
- Develop personal, actionable plans to address the strategy, organisation, and innovation opportunities you face.

AI for Business

LENGTH

3 days

- Senior executives who want to understand how they can make their organisations AI-ready
- Leaders and senior executives seeking the comprehensive perspective they need to lead in a digital world, with a focus on the strategic, organisational and innovation implications of AI and data technologies
- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans.

- What AI can do for your industry: exploring how machine-learning algorithms work, and how they are different from traditional ways of analysing and mining data
- Getting the most out of your in-house AI experts: developing skills to engage in a rigorous conversation with the data scientists who typically report to participants, or who are available as a centralised pool of talent
- Next practice – beyond data mining through AI: discussing the logistical, legal and ethical challenges associated with deploying AI in management and considering some innovative applications that use machine intelligence, either directly or indirectly.

- Develop a unique end-to-end understanding of AI, from business relevant technical aspects to organisational, strategic and regulatory implications
- Identify AI enabled business opportunities and how to implement AI projects to gain strategic advantage
- Formulate and explore solutions to the AI challenges in your organisation through extensive exchanges with peers and faculty and real-world use cases by guest speakers in different industries
- Understand the ethics of AI: fairness and biases in machine learning
- Learn how to work effectively with data scientists and how to build an AI-powered organisation.

Innovation by Design

LENGTH

4 days

- Senior executives who want to strengthen their ability to lead innovation and enhance the innovation capability of their organisation
- Leaders and managers of teams seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture
- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean start-up principles.

- Uncovering novel ways to address the needs and desires of customers through user-centric insights
- Understanding the importance of creative ideating and the strategies that enable it
- Learning to design, evaluate and execute iterations to move preliminary ideas to truly desirable, feasible and viable states
- Developing a creative organisational culture and the managerial levers needed to do so
- Learning how to make organisational transformation a reality, along with the challenges and opportunities it presents.

- Acquire the mindset and managerial levers needed to develop a design-driven organisational culture that fosters successful innovation
- Master the skills needed to sustain human-centred innovation
- Acquire a methodology to allow you to put design thinking into action
- Learn how to solve problems in any setting by working in interdisciplinary teams supported by experienced designers.

Leading Change in an Age of Digital Transformation

NEW

LENGTH

3 days

- Senior executives and senior middle managers who lead strategic change related to digital transformation initiatives in their organisations.
- While individual participants are completely welcome, it is beneficial for several managers within the same organisation (up to three managers) to come together as existing or potential members of a digital transformation initiative team.

- Initial Ignition: What are the most common ignition pitfalls, why do smart people fall into them and how can you avoid them?
- Lift-off and Launch: Who do you need as early adopters and how do you secure their engagement? Which resisters should you ignore and which should you tackle? After lift-off, how do you throttle up the enthusiasm to gain momentum in the launch phase?
- Sustained Success: Why do transformations that achieve successful lift-off and launch fail to reach “escape velocity” and fall back to earth? How can you build a sustaining coalition?
- The Live Case Application Approach: You will explore company case studies that illustrate and illuminate core concepts and tools, and apply the concepts and tools to your own “live case” in real time over the course of the programme.

- Enhance your understanding of the unique aspects of leading digital transformation change
- Elevate key skills in change leadership relative to people and process across all three stages of digital transformation - Initial Ignition, Lift-off and Launch and Sustained Success
- Leave with a concrete action plan for your own digital transformation initiative.

Leading Digital Marketing Strategy

LENGTH

5 days

- Executives and senior managers from all business areas who wish to develop a strategic understanding of digital marketing or a roadmap for digital business transformation in their organisations
- Executives seeking to develop new sustainable business models in a digital world.

- How digital tech megatrends disrupt your market – and best practices for harnessing them
- The impact of digital on the competitive landscape: threats and opportunities for business model innovation
- Digital strategy as a commercial driver: select and use digital and social media channels to create novel value
- Using online research and big data to make decisions
- Building your brand through content creation, curation and dissemination
- Understanding the role of a digital organisation in driving company profits.

- Recognise digital megatrends – and rise to the challenge
- Enhance operations and brand-building through digitalisation
- Develop a content-driven digital strategy to strengthen engagement with customers
- Understand the new rules of competition and the evolving expectations of today's customers
- Learn how to leverage data and measure the ROI of digital marketing
- Understand key enablers that allow for a transformation towards an agile customer-centric & digital organisation, including AI and machine learning
- Gain a view and appreciation of the design of a digital marketing organisation including the roles, structures, and movements required to drive effective change.

INSEAD Blue Ocean Strategy

LENGTH

4 days

- Senior executives, business owners, heads of strategy and middle managers involved in developing new products or services
- Groups of up to 6 people from the same organisation
- Those seeking to break out of the 'red ocean' of competition and create 'blue oceans' of strong profitable growth.

- Review and critique of traditional competitive strategies, leading to 'How blue is your strategy?' – an individual assessment and plan of action
- Foundations of Blue Ocean Strategy and how to identify 'red' or 'blue' oceans
- Unique tools to find or create new market space
- Implementing your Blue Ocean Strategy using two key approaches: 'Tipping Point Leadership' and 'Fair Process'.

- Develop an in-depth understanding of Blue Ocean Strategy tools and concepts developed at INSEAD
- Learn to engage colleagues in a Blue Ocean Strategy process
- Develop a Blue Ocean Strategy to break away from the competition through 'Value Innovation', the simultaneous pursuit of differentiation and low cost.



“INSEAD is where great minds meet from around the world, it is about the captivating environment where you meet executives from different industries, working together to make a better future for their countries. After finishing the program I was able to make transformation I was aiming for, ready to spread the unconventional way of thinking I learned here.”

Mossab Al Harbi

Past Participant, Leading Digital Marketing Strategy

Strategy

Good strategic thinking is both rigorous and structured, and challenges assumptions to uncover opportunities for creating and capturing value. INSEAD's 13 Strategy programmes develop exactly this kind of thinking and help to set your organisation's future direction:

PROGRAMMES
ARE ELIGIBLE
FOR THE
CERTIFICATE
IN GLOBAL
MANAGEMENT*



*Open online programmes are not eligible

- Competitive Strategy
- INSEAD Blue Ocean Strategy
- Strategy Execution Programme
- Powering Growth
- M&As and Corporate Strategy
- Managing Partnerships and Strategic Alliances
- Business Strategy for HR Leaders
- International Management in Asia Pacific
- Strategic Marketing Programme
- Strategic R&D Management
- Corporate Venturing and Innovation
- Integrating Performance and Progress
- Value Creation for Owners and Directors.



Competitive Strategy

LENGTH

3 days

- Executives who run a business – or who have profit and loss responsibility for a geographical area – seeking to improve business performance
- Executives and teams who need to acquire strategic thinking skills quickly
- Board members, strategic planners, investment bankers, consultants and financial analysts who give high-level strategic advice.

- Predict industry, supply chain and ecosystem profitability and profit pools with a view to developing, assessing and sustaining a truly competitive strategy
- Focus on creating and capturing customer value in building your strategy
- Identify or create unique strategic resources and capabilities
- Understand when latecomers can challenge seemingly unbeatable competitors and when cooperating with other companies of the same or a different ecosystem is preferable
- Discover how to compete in markets with digital platforms and winner-takes-all dynamics.

- Improve strategic thinking with state-of-the-art models and tools
- Sharpen competitive insight and skills to achieve profitable growth for your business
- Apply practical tools to execute strategies.

INSEAD Blue Ocean Strategy

LENGTH

4 days

- Senior executives, business owners, heads of strategy and middle managers involved in developing new products or services
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Strategy Execution Programme

LENGTH

5 days + 3 days + 3 days

- Senior managers who are new to implementing strategy, moving into a more challenging implementation role or simply looking for new ideas to try where others have failed
- Executives who are accountable for outcomes and direct control of significant resources (budgets and groups of people)
- General managers who lead business units, senior managers who head significant departments or leaders of major project teams.

- A three-module journey of 'learning by doing', uniquely structured around your own challenges
- Build the skills, knowledge and confidence to overcome barriers, make ambitious strategies work and achieve sustainable change
- Extended learning and support to practise new skills, including facilitated peer-to-peer networking, to maintain momentum between modules and after the programme.

- Come with a heightened awareness of your strategic aspirations and challenges, and leave with a more realistic and actionable plan of execution
- Gain new insights about the hidden barriers to strategic execution and how to overcome them
- Acquire a deep understanding of how to get results from future strategic initiatives
- Understand the psychological dynamics between strategy execution practitioners and stakeholders.

Powering Growth

LENGTH

5 days

- Proactive managers concerned with any aspect of the business relating to strategies for top performance or profitable growth – including those working with internal customers
- Highly experienced executives with responsibilities in areas such as general management, strategic planning, marketing and sales, product development and R&D, human resources or public relations.

- Systematic discovery: rethink your whole approach to growth by focusing on the customer, rather than on internal issues and competitors
- Develop a 'power offer' that actually gives customers what they want (even if they do not know it)
- Customer engagement: turn your customers into advocates for your product or service
- Put these ideas into practice through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

- Discover and adopt a completely new way of achieving growth
- Gain new tools and practice them so that principles become second nature
- Develop and lead the momentum for your organisation upon your return to work.

“Companies need to develop partnerships to share costs and knowledge, and speed up the pace of innovation. This course will gain increasing relevance for people in a managerial role in B2B markets.”

Hendrik de Zeeuw
*Past Participant,
Managing Partnerships
and Strategic Alliances*



M&As and Corporate Strategy

LENGTH

4.5 days

- CEOs, CFOs, general managers, senior executives, board members and those responsible for corporate strategy
- Corporate development officers, heads of M&As and those responsible for corporate partnerships
- Company advisors, such as lawyers and investment bankers, or private equity executives concerned with M&A deals.

- Determine the appropriate businesses to acquire, restructure or divest through a disciplined decision-making process
- Select the right acquisitions with the greatest potential to create value
- Structure your acquisition intelligently to mitigate the various potential risk involved in these deals
- Navigate the cultural minefield in the context of your cross-border acquisitions or acquisitions involving different corporate cultures.

- Define an optimal portfolio of businesses and an effective corporate growth strategy
- Enhance M&A capabilities through acquisitions with greater value creation potential, at the right price and with the right deal structure
- Design a post-M&A integration approach that fits your strategic objectives, while taking human constraints into account.

Managing Partnerships and Strategic Alliances

LENGTH

5 days

- Senior line managers and executives directly involved in partnerships, alliances and ecosystems
- Executives responsible for building and managing digital platforms
- Executives involved in cross-company collaborations on a day-to-day basis and who are directly responsible for any related business outcomes
- Board members responsible for alliances, partnerships and ecosystems, who have oversight of their company and its growth.

- Understand the strategic intentions of potential partners and how they can deliver value to your organisation
- Design powerful collaboration networks with customers, suppliers and competitors
- Learn about types of ecosystems and how they differ from partnerships and alliances
- Discover how platforms can bring together partners and customers who seek new services, technology, talent or information
- Build management processes that foster collaboration.

- Understand how collaboration can help you deal with the challenges of digital transformation and the disruption of the Fourth Industrial Revolution (4IR)
- Gain insights into the role of collaboration in developing and implementing your organisation's strategy
- Develop methods for proactively building, competing with and defending platform businesses
- Improve your ability to design effective alliances, and acquire frameworks for partner selection, ecosystem development and alliance design
- Gain skills to create effective ecosystems of partners from different industries and countries while building mutual trust and capturing value.

Business Strategy for HR Leaders

LENGTH

5 days

- Senior HR and organisational development leaders from large multinational firms at the director or vice-president level
- HR leaders from firms that have large strategic expansion plans in which HR can play a key role in adding value
- Owners, advisors and professionals of family-owned businesses with a strong interest in strategic decision-making and people management.

- Define your strategic objectives, based on the business landscape and competitors' strategies
- Audit the starting point through concepts such as supply and demand, value chain, market share, product positioning and portfolio management
- Determine your strategy's economic viability using frameworks to evaluate your customers, competition and company
- Develop strategic options by leveraging your existing resources and identifying external opportunities for growth
- Review resource allocation and link strategy discussions explicitly back to the key responsibilities of HR leaders.

- Enhance your leadership capability by understanding the key concepts that will help you to shape the strategy of your organisation
- Develop the confidence to nurture partnerships and to influence business-critical decisions
- Develop an HR strategy to support change management and to align performance measurements with strategy implementation.

Certified by:

- Human Resources Certification Institute
- Society for Human Resource Management

International Management in Asia Pacific

LENGTH

5 days

- Senior managers and decision-makers in charge of driving forward the business of the company in Asia, with substantial experience in managing people
- Either based in the region or in headquarters outside the region and possessing international experience, including at least one long-term stint as manager in a foreign country.

- Understand the rules of the game in Asia, including culture, institutions and politics
- Growth and innovation strategies for Asia
- Strategic alliances, mergers and acquisitions in Asia
- Competition in emerging markets: new challenges for old multinationals, such as adjusting to 'good enough' demand
- Regionalising global organisations
- Culture and leadership in Asia: how to create trust and build the business across borders.

- Gain a profound understanding of how to reduce the liability of foreignness in Asia
- Acquire an enhanced ability to formulate international strategy for the region
- Develop a deeper appreciation of how to implement strategy in the region.

Strategic Marketing Programme

LENGTH

5 days

- Marketing executives who want to hone and update their experience
- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function and want to build their marketing skills
- Executives who come from a variety of industries and career levels but share a focus on the end-user and consumer marketing.

- Marketing strategy: foundations of marketing and industry variations; branding, targeting and positioning; decision-making, behavioural economics and consumer psychology
- The marketing mix: translating strategy into action; analysing brand identity; the role of market research; managing product lines and sales funnels; allocating resources
- Today's big marketing challenges: the impact of social media; low-price competition; market commoditisation
- Hands-on, international experience through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

- Understand the marketing process and learn how to create a marketing plan
- Develop a brand strategy and positioning – including communication, social media, pricing and distribution strategies
- Explore the implications of serving multiple markets, the opportunities from the emergence of new markets and the threats from overseas entrants into home markets.

Strategic R&D Management

LENGTH

5 days

- Senior managers involved in product innovation – either directly or because this is a major focus of their organisation
- Typically either moving from a specialised function into a more generalist role or general managers required to be more closely involved in R&D activities.

- Managing a portfolio of processes for different types of innovations: going beyond financial evaluations
- Innovation strategy and execution: optimal ways for R&D to contribute to overall company goals
- Measuring R&D performance: why many current evaluation systems are unsatisfactory
- Developing structures for portfolio innovation and managing globally diverse teams
- Using organisational innovativeness and idea creation: R&D processes to foster creative organisations.

- View R&D from a strategic perspective rather than as a collection of development projects
- Build tools to translate business strategy into a portfolio of innovation initiatives and measure performance of uncertain and long-term innovation
- Implement processes and structures that support R&D activities for different purposes and with different degrees of novelty.



“The mix in class of different professionals from diverse backgrounds, all sharing many of the same challenges and the same need to be more relevant to strategy and growth – all of this created a really unique opportunity to see how what worked before is no longer relevant and how things are really transforming now in the world of HR.”

Carmen Chong

Past Participant, Business Strategy for HR Leaders

Corporate Venturing and Innovation

NEW

LENGTH

5 days

- Board members, C-suite executives
- Senior executives involved in expanding or rethinking the innovation strategy inside their organisation
- Corporate business development professionals
- Chief Technology and Innovation Officers
- R&D professionals
- Business unit executives
- Next-generation family business owners

- Explore models for tapping into internal and external innovations to build new businesses
- Examine the structural context of innovation, and how it can affect the success rate of internal ventures
- Learn how to partner with VCs and start-ups, and grasp lessons learned from corporations that have engaged in venture capital investing
- Learn how to build an ecosystem that attracts the best entrepreneurial third parties
- Overcome the organisational challenges of corporate venturing and consider the tactics managers can use to overcome or circumvent these barriers.

- Combine the right mix of capabilities and critical functions to generate and commercialise new business ideas by leveraging corporate resources more efficiently
- Develop the processes and organisational structure required to support these activities as you master new tactics for dealing with the uncertainty, risk-taking and the resistances to change that can threaten new business initiatives
- Deploy the right tactics to deal with stakeholders – both internal and external – to showcase the value of your new business portfolio, thereby ensuring the longevity of your approach.

Integrating Performance and Progress

LENGTH

3 days

- Senior leaders who want to comprehend and clarify how they may better integrate enterprise performance and societal progress in their organisation
- Typical participants include heads of businesses, heads of functions, board members, family business owners and entrepreneurs.

- Performance: How do we define performance and explain high performance, and why is performance necessary, yet not sufficient in sustaining trust?
- Progress: How do we define societal progress and what is the role of business in contributing to it? In which enterprise choices and actions does progress lie? How to manage trade-offs between performance and progress?
- Dilemmas: How to integrate performance and progress based on three core dimensions: strategy, operations and governance?

- Gain an understanding of what drives performance, and when and why it can run counter to progress
- Understand how enterprise strategy, operations, and governance are the touchpoints through which business leaders can integrate performance and progress
- Understand the principles of progress and comprehend the relevance of the philosophical notion of 'propriety' in your evolution as a reflective business leader
- Anticipate and learn how to address the implementation challenges within your organisation and industry.

Value Creation for Owners and Directors

LENGTH

5 days

- Owners and directors of private and listed companies, including chairs of boards and shareholders in family firms
- Investors, senior professionals from the institutional investment community and managers of sovereign wealth funds or strategic investment units
- Professionals from firms that serve boards and their committees.

- Definition of the concept of value: how to create it, how to specify and assess the risk that owners and directors are prepared to take in the pursuit of value
- The relationship between value creation and growth – and the strategic options for achieving growth: M&As, alliances and international expansion
- Presentation of an operational ownership framework to facilitate effective interaction between owners, boards and managers – with an emphasis on fair process in leadership
- Selection and performance evaluation of boards and managers.

- Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate
- Provide an overview of the knowledge and competencies expected from owners and directors today
- Develop skills that contribute to the creation of a high-performing board culture
- Hone your ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation.

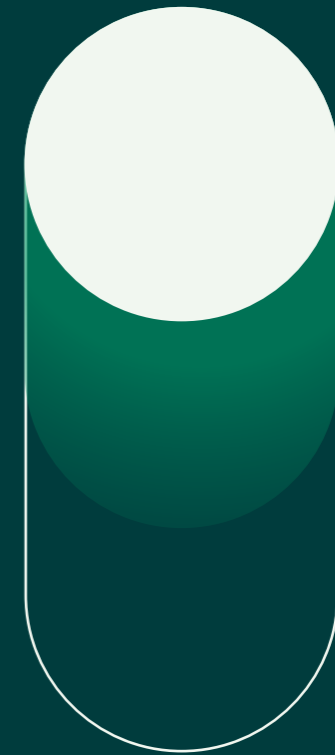
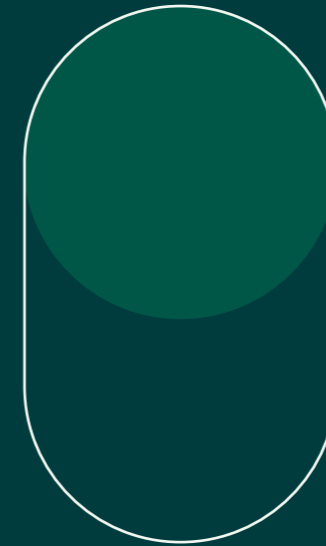
Marketing and Sales

Today, more than ever, marketing executives are under pressure to deliver results in increasingly competitive and global markets. At the same time, they are facing higher customer expectations and a proliferation of new media and sales channels. INSEAD offers 6 programmes that will keep you at the forefront of Marketing and Sales practice:

PROGRAMMES
ARE ELIGIBLE
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- Strategic Marketing Programme
- B2B Marketing Strategies
- Leading Digital Marketing Strategy
- Leading the Effective Sales Force
- Powering Growth
- Negotiation Dynamics.



Strategic Marketing Programme

LENGTH

5 days

- Marketing executives who want to hone and update their experience
- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function and want to build their marketing skills
- Executives who come from a variety of industries and career levels but share a focus on the end-user and consumer marketing.

- Marketing strategy: foundations of marketing and industry variations; branding, targeting and positioning; decision making, behavioural economics and consumer psychology
- The marketing mix: translating strategy into action; analysing brand identity; the role of market research; managing product lines and sales funnels; allocating resources
- Today's big marketing challenges: the impact of social media; low-price competition; market commoditisation
- Hands-on, international experience through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

- Understand the marketing process and learn how to create a marketing plan
- Develop a brand strategy and positioning – including communication, social media, pricing and distribution strategies
- Explore the implications of serving multiple markets, the opportunities from the emergence of new markets and the threats from overseas entrants into home markets.

B2B Marketing Strategies

LENGTH

5 days

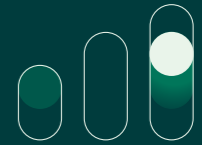
- Senior executives at general management level or heading sales or marketing functions in their organisations
- Executives working in professional service organisations who wish to improve their ability to design and deliver outstanding customer experiences
- Executives in B2B industries seeking to develop successful customer-centric strategies in today's agile and digital world
- Executives from all business areas who wish to develop their strategic understanding and build a roadmap to transform marketing within their organisations
- Executives who want to move from products to solutions and create differentiation strategies for future growth.

- Understand value for your customers: explore a strategy framework for sustainable growth, and understand how to create value for your organisation by creating value for your customers
- Co-create value for, and with customers: understand how to leverage innovation to achieve superior growth
- Communicate value: develop a digital, content-driven strategy that enables you to better engage with customers and create outstanding customer experiences
- Deliver value: understand the digital trends that are disrupting your business and gain insight into today's customers and their evolving needs and expectations
- Capture value: understand how to capture the value you create along the customer journey
- Leading and implementing change: define your roadmap for leading your marketing team tomorrow.

- Create compelling offers and develop distinctive new services that generate added value
- Design new business models to facilitate your organisation's move from products to solutions and experiences
- Deploy emerging technologies such as artificial intelligence, machine learning, augmented reality robotics and social media to create outstanding customer experiences across channels and touchpoints.

"I take away with me that challenge to grow and to apply newly gained knowledge from the Strategic Marketing Programme to further digitalise financial services at STC Pay and enable our customers in new ways towards becoming a cashless society in Saudi Arabia."

Elham Al Dawsari
Past Participant, Strategic Marketing Programme



Leading Digital Marketing Strategy

LENGTH

5 days

- Executives and senior managers from all business areas who wish to develop a strategic understanding of digital marketing or a roadmap for digital business transformation in their organisations
- Executives seeking to develop new sustainable business models in a digital world.

- How digital tech megatrends disrupt your market – and best practices for harnessing them
- The impact of digital on the competitive landscape: threats and opportunities for business model innovation
- Digital strategy as a commercial driver: select and use digital and social media channels to create novel value
- Using online research and big data to make decisions
- Building your brand through content creation, curation and dissemination
- Understanding the role of a digital organisation in driving company profits.

- Recognise digital megatrends – and rise to the challenge
- Enhance operations and brand-building through digitalisation
- Develop a content-driven digital strategy to strengthen engagement with customers
- Understand the new rules of competition and the evolving expectations of today's customers
- Learn how to leverage data and measure the ROI of digital marketing
- Understand key enablers that allow for a transformation towards an agile customer-centric & digital organisation, including AI and machine learning
- Gain a view and appreciation of the design of a digital marketing organisation including the roles, structures, and movements required to drive effective change.

Leading the Effective Sales Force

LENGTH

5 days

- Managers and senior executives responsible for business development strategies and planning in either local or international markets
- Participants typically spend over half their time managing sales force issues
- Companies are encouraged to send multiple participants from different functions to the same session to facilitate greater understanding of sales.

- A joint INSEAD-Wharton marketing programme focused on optimising the performance of your sales force, as well as cutting costs while increasing sales
- How to generate maximum growth from your sales force by analysing your sales calls, realigning territories, shifting product or market emphases, reallocating salesperson time or adjusting sales force size
- How to motivate salespeople and third-party distribution channels through compensation systems and organisational structures.

- Gain the skills necessary to make the sales force a key source of sustainable competitive advantage
- Discover comprehensive approaches to motivate and compensate the sales force
- Develop the skills to manage a dynamic sales force in the face of increasing product, consumer and market complexity.

Powering Growth

LENGTH

5 days

- Proactive managers concerned with any aspect of the business relating to strategies for top performance or profitable growth – including those working with internal customers
- Highly experienced executives with responsibilities in areas such as general management, strategic planning, marketing and sales, product development and R&D, human resources or public relations.

- Systematic discovery: rethink your whole approach to growth by focusing on the customer, rather than on internal issues and competitors
- Develop a 'power offer' that actually gives customers what they want (even if they do not know it)
- Customer engagement: turn your customers into advocates for your product or service
- Put these ideas into practice through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

- Discover and adopt a completely new way of achieving growth
- Gain new tools, and practise them so that principles become second nature
- Develop and lead the momentum for your organisation upon your return to work.

Negotiation Dynamics

LENGTH

3 days

- Executives who have at least 8 to 10 years' management experience and have gained substantial experience in conducting and supervising business negotiations
- Executives involved in M&As or joint-venture negotiations, those handling procurement, human resource managers, entrepreneurs, managers in liaison roles such as national account managers, key account managers, barristers and other lawyers.

- Understanding the process of preparing strategically, recognising the available choices, seeking value, communicating carefully and leading proactively
- Strategy and implementation: learning to think and do through a series of hands-on simulations
- Learning from the experiences of others and experimenting with new ideas in a safe environment to develop a style of negotiating that works for you
- Negotiating across cultures, industries and functions.

- Improve your negotiation outcomes – with fewer conflicts and greater confidence
- Learn best practices and processes to navigate any negotiation, from preparing and debriefing to predicting what is likely to happen next
- Acquire hands-on practice and develop a new mindset – enabling you to change your behaviour
- Continue to improve your performance through optional post-programme one-on-one coaching sessions.

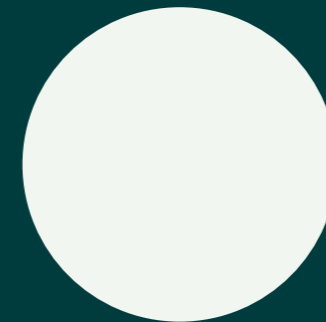
R&D and Operations Management

R&D and operations innovations have proven to be the key to competitive advantage and superior operations management is the way to sustain it. INSEAD offers 2 programmes in these fields to help you create value in today's increasingly demanding, complex and dynamic global ecosystem of supply chains, manufacturing networks and R&D alliances:

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- Supply Chain Management
- Strategic R&D Management.



Supply Chain Management

LENGTH

5 days

- Managers involved in creating, optimising or redesigning a supply chain, who either are responsible for, or contribute to the supply chain decision-making process in their company
- Typically participants have experience in operations, manufacturing, logistics, procurement, information technology management, marketing, new product development or distribution.

- Focusing on improving the key flows in the supply chain by optimising business processes and organisational structures, and deploying enabling technologies
- Understanding key concepts that underpin supply chain excellence, supported by three guiding principles: value, alignment and sustainability
- Learning how to collaborate across functions, organisations and continents to become a source of competitive advantage
- Knowing how to deploy enabling technologies rapidly and effectively to further increase the efficiency of network operations and the effectiveness of customer service.

- Adopt value as a guiding principle to deliver superior supply chain performance with significant business impact
- Discover tools to align core processes and achieve operational excellence
- Understand frameworks to manage risks and opportunities for sustainable supply chain management on a global scale.

Strategic R&D Management

LENGTH

5 days

- Senior managers involved in product innovation – either directly or because this is a major focus of their organisation
- Typically those moving from a specialised function into a more generalist role, or general managers required to be more closely involved in R&D activities.

- Managing a portfolio of processes for different types of innovations: going beyond financial evaluations
- Innovation strategy and execution: optimal ways for R&D to contribute to overall company goals
- Measuring R&D performance: why many current evaluation systems are unsatisfactory
- Developing structures for portfolio innovation and managing globally diverse teams
- Using organisational innovativeness and idea creation: R&D processes to foster creative organisations.

- View R&D from a strategic perspective rather than as a collection of development projects
- Build tools to translate business strategy into a portfolio of innovation initiatives and measure performance of uncertain and long-term innovation
- Implement processes and structures that support R&D activities for different purposes and with different degrees of novelty.



“The programme gives you in-depth knowledge of the supply chain and how all the parts are interlinked. And you get all this in a short, intense space of time with a like-minded group of people.”

Tina Lilje
Past Participant, Supply Chain Management

Finance

As the world economy becomes more global and increasingly disparate, it is essential for executives to understand the many facets of finance and banking to maximise value for their organisations. INSEAD offers 5 programmes, led by faculty recognised as leaders in their fields, to help you integrate finance-driven approaches into your business decision-making:

PROGRAMMES
ARE ELIGIBLE
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MANAGEMENT



- Finance for Executives
- Advanced International Corporate Finance
- Advanced Asset Management
- Strategic Management in Banking
- Risk Management in Banking.

Finance for Executives

LENGTH

8 days in Fontainebleau
or 7 days in Singapore

- Non-financial executives, including general managers and senior functional managers outside finance
- Board members and corporate customer relations officers in financial service organisations who require a better understanding of the financial impact of business decisions.

- Recognise the impact of corporate policies and operations on financial performance and learning how to appraise investment opportunities
- Interpret financial information to get to the business reality behind the numbers
- Learn the principles of value-based management and how to manage resources to create shareholder value
- Understand the basics of corporate financing and company valuation, and exploring how mergers and acquisitions can act as potential drivers for value creation or destruction.

- Improve understanding of key financial elements of value-based management
- Facilitate more effective communication between managers and accounting and finance functions
- Harness powerful tools to aid analysis and decision-making
- Benefit from a personalised review of financial statements from your company or business unit by our expert faculty.

Advanced International Corporate Finance

LENGTH

5 days

- Executives and board members who want to sharpen their finance knowledge in an international context
- CFOs, board members, financial analysts, consultants, finance professionals and investment bankers who already have a good understanding of finance theories.

- Refresher day on the fundamentals of company valuation and optimal capital structure
- An overview of international valuation methods for highly leveraged transactions, such as leveraged buyouts or project finance
- A comprehensive session on currency and country risks and the use of industrial and financial strategies to avoid exposure in a way that minimises the costs and creates value
- Value creation in raising capital: an exploration of the main issues involved in raising equity capital and being publicly traded
- Tactical issues in finance, focusing on the options for companies that find themselves undervalued.

- Be better prepared to deal with international challenges involved in corporate finance, particularly political, governance and currency risks
- Accurately measure the impact of your strategic decisions on risk and shareholder value
- Strengthen your knowledge of global financial markets
- Increase your tactical finance capabilities and improve your valuation skills.

“What the course has enabled me to do is to understand if the projects we are working on in my company are adding value to our business. Understanding how to read the numbers has given me a new perspective on our projects.”

Sven Abend

Past Participant, Finance for Executives

PROGRAMME

Advanced Asset Management

LENGTH

5 days

PARTICIPANT PROFILE

- Asset and portfolio managers, as well as managers of endowments, institutions (e.g. pension funds, insurance companies, banks, family offices, corporate offices) and CFOs
- Investment analysts, asset managers, investment managers, portfolio managers and investment directors are among those who would benefit greatly from the programme.

CONTENT

- Strategic asset management, including portfolio allocation, risk analysis, current trends and benchmarking
- Stock selection techniques for long-term investors, including value creation determinants for the long run, technical analysis and the role of profitability
- Arbitrage investing and behavioural strategies, including understanding behavioural biases, investment tools based on behavioural biases, short-term portfolio analysis and sources of mispricing.

KEY BENEFITS

- Broaden and deepen your understanding of new investment management concepts and explore the latest investment strategies and techniques
- Gain insights into up-to-the-minute asset allocation trends
- Acquire new tools and knowledge to provide better performance for your clients
- Explore the main pitfalls and problems facing you and your peers in asset management today.

Strategic Management in Banking

LENGTH

9 days

- Senior bank executives, including board members responsible for retail, corporate, capital markets and international banking.

- Strategic analysis of the future of the financial services industry, including a competitive analysis of the banking industry, organic growth vs. acquisition, international banking, digital disruption, final Basel III (Basel IV), and special resolution regimes with bail-in debt
- The marketing of financial services, including digital banking, big data and customer analytics
- Asset-liability management, including value-based management, risk-adjusted return on capital (RAROC) and economic profit, fund transfer pricing (FTP) and economic capital allocation, and the control of credit and market risks
- Asset management, including product design and performance, and private banking
- Corporate and investment banking, including universal banking vs. specialised banking, and restructuring.

- Gain expertise in strategic positioning, including competing with new entrants and growth
- Assess the future of asset management and private banking
- Develop new ideas to reach clients through big data and digital banking
- Enhance your skills in value creation and risk control (ALM) with the help of a simulation
- Discuss how to implement strategies and build trust
- Perfect your skills in long-term value and risk control with the help of the ALCO Challenge, a computer simulation designed at INSEAD that recreates an international banking environment.

Risk Management in Banking

LENGTH

5 days

- Senior bank executives or board members concerned with risk governance and overall management
- Senior bankers in various functional areas who need to inform themselves about risk control.

- Risk governance: identification of key risk domains, risk aggregation, reputational risk, integration of risk control into shareholder value maximisation, performance evaluation and compensation, re-regulations and pitfalls in risk governance
- Credit risk, including loan pricing, securitisation and shadow banking, portfolio credit risk and funding valuation adjustment (FVA)
- Liquidity and market risks, including the impact of final Basel III (Basel IV), and stress tests
- Operational risk, including sources of non-financial risks, fraud, compliance and risk culture.

- Expand your understanding of the broader context behind analytical models and approaches to risk in banking
- Draw lessons from the new regulatory landscape as it relates to capital and liquidity regulations, advanced fund transfer pricing, special resolution regimes with bail-in debt and fears of rising liquidity risk
- Draw from recent results from psychology on behavioural risk
- Assess risks related to digital disruption
- Discuss risk governance in banking
- Perfect your skills in long-term value and risk control with the help of the ALCO Challenge, a computer simulation designed at INSEAD that recreates an international banking environment.

Entrepreneurship and Family Business

Entrepreneurship is at the heart of every economy, with family firms making up two-thirds of all businesses in the world and social entrepreneurship playing an increasingly important role in addressing critical social and environmental issues. INSEAD offers 4 distinctive programmes to support these key types of enterprises:

PROGRAMMES
ARE ELIGIBLE
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MANAGEMENT



- The Family Enterprise Challenge
- INSEAD Social Entrepreneurship Programme
- Corporate Venturing and Innovation
- Entrepreneurship: New Business Ventures.

The Family Enterprise Challenge*

LENGTH

4.5 days

- Family members who work in a family-owned firm and/or are controlling shareholders or related to them
- Professionals who work for the family business (e.g., board member, CEO, chairperson)
- Participants come in teams of 2 to 8 representatives from the same family firm, with a majority being family members.

- Addressing the family business system and its unique challenges
- Understanding and strengthen family relationships, values and aspirations to create a shared purpose and vision
- Aligning family ownership, business strategy and governance through INSEAD's Parallel Planning Process
- Developing new skills using the concept of Fair Process to improve family harmony and business performance
- Action planning, execution and follow-up, including the use of effective family meetings, to create a business family that is professionally emotional and a source of happiness.

- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance
- Gain insights into the psychological dynamics of leadership, management and governance in both the business and the family
- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships
- Master a range of powerful family business tools, such as Parallel Planning Process and Fair Process.

INSEAD Social Entrepreneurship Programme

LENGTH

6 days

- Entrepreneurs and executives from both for-profit and non-profit organisations involved in furthering the common good
- Typically participants hold a leadership role (CEO, founder, or senior management) for social entrepreneurial or impact business activities, generally operating for at least three years.

- Define the principles of social impact: balancing economic value and social benefit, applying market mechanisms for positive social change
- Develop leadership and management skills: leading mission-driven ventures and organisations; building effective teams; managing organisational change; negotiating and evaluating for sustainability and impact; understanding financial management for impact enterprise
- Understand strategy and innovation: business model innovation for impact; scaling up and funding impact ventures; building sustainable revenue models; launching sustainable impact initiatives in large companies.

- Examine the role impact venture leaders seek in business and society, and the challenges they face
- Manage a growing social enterprise or impact venture through building organisational skills and developing your ability to lead and negotiate
- Learn to apply business tools to empower communities and leverage markets to achieve sustainability and social impact
- Join a dynamic global network of leaders pioneering social innovation, impact and best practices.

Corporate Venturing and Innovation

NEW

LENGTH

5 days

- Board members, C-suite executives
- Senior executives involved in expanding or rethinking the innovation strategy inside their organisation
- Corporate business development professionals
- Chief Technology and Innovation Officers
- R&D professionals
- Business unit executives
- Next-generation family business owners

- Explore models for tapping into internal and external innovations to build new businesses
- Examine the structural context of innovation, and how it can affect the success rate of internal ventures
- Learn how to partner with VCs and start-ups, and grasp lessons learned from corporations that have engaged in venture capital investing
- Learn how to build an ecosystem that attracts the best entrepreneurial third parties
- Overcome the organisational challenges of corporate venturing and consider the tactics managers can use to overcome or circumvent these barriers.

- Combine the right mix of capabilities and critical functions to generate and commercialise new business ideas by leveraging corporate resources more efficiently
- Develop the processes and organisational structure required to support these activities as you master new tactics for dealing with the uncertainty, risk-taking and the resistances to change that can threaten new business initiatives
- Deploy the right tactics to deal with stakeholders – both internal and external – to showcase the value of your new business portfolio, thereby ensuring the longevity of your approach.

Entrepreneurship: New Business Ventures

NEW

LENGTH

5 days

- Leaders of high-growth start-ups who are ready to take their venture to the next level
- Executives/ Senior managers leading a venture within an organisation – executives charged with driving intrapreneurial business development
- Entrepreneurs who want to start up a new business from scratch
- Investors and consultants working with start-ups and/or entrepreneurial business ventures
- Corporate entrepreneurs, employees or executives in family businesses, those involved in private equity, corporate venture capitalists, or working for business incubators.

- Discover where good ideas come from and how to generate new concepts
- Learn how to build a great team that maps to the needs of specific ventures
- Learn to determine the right investors for your venture and how they can best create value
- Discover how to build a great team that maps to the needs of specific ventures
- Learn how to scale your venture both internally and externally, from operations and supply chains to new types of customers
- Build on and transform your selling skills by practice-pitching new ventures to a live audience.

- Explore how to generate, identify and test new business ideas
- Learn how to attract and build a great team to drive your venture
- Build and transform your networking and relationship building skills to interact effectively and confidently with investors and partners
- Discover how to organise, scale and grow your ventures
- Gain the knowledge to sell your idea effectively through pitching.

“The INSEAD Social Entrepreneurship Programme was a unique opportunity for me to understand social impact and entrepreneurship from a global perspective. The creative blend of using theoretical and interactive learning methods by using different business models, case studies and organisational life cycles kept my enthusiasm strong throughout the course, eager to learn more every day. I met an amazingly diverse group of individuals that are working towards answers of global challenges that can help uplift humanity. This course is a must do for anyone who want to create a socially driven impact rich business or organisation !”

Dr. Sara Saeed Khurram
Past Participant, INSEAD Social Entrepreneurship Programme





Access the business school for the world, from anywhere.

INSEAD Online leads the world with unparalleled access to its pioneering nextgeneration programmes, network of international campuses, world renowned faculty, and a rich diversity of perspectives—from anywhere, without compromise. Connect to ever-evolving and immersive learning experiences that develop responsible leaders and organisations capable of making immediate and meaningful impact on a global scale.

INSEAD Online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. Designed for busy executives and teams, our online programmes combine a unique mix of elements, including innovative content, Learning Coaches and Action Learning Projects.

Building Digital Partnerships and Ecosystems



LENGTH

5 weeks

- Designed for senior executives and general managers who want to learn how to collaborate with partners and develop the skills needed to build ecosystems
- Also valuable for members of the boards of directors, whose job increasingly shifts from ensuring compliance to challenging top management's growth and transformation strategies.

- Learning how to collaborate with partners and build ecosystems to cope with digital disruption
- Acquiring new digital skills, building new business models—such as digital platforms—and harnessing the power of ecosystems
- Discovering how to navigate the shifting landscape of digital technologies and understanding which partnerships your business needs to win in the era of the 4th Industrial Revolution and how to become a better partner.

- Understand the key drivers of digital transformation
- Learn how to build high performing digital ecosystems
- Discuss how to build new digital opportunities with your existing partners
- Understand how to introduce the key elements needed to design and build digital platforms
- Develop skills in alliance portfolio building

Business Strategy and Financial Performance (Available in French)

LENGTH

7 weeks

- High-potential individuals looking to accelerate their development as business leaders
- Executives in functions such as HR and IT looking to improve their ability to act as business partners within their organisations
- Those responsible for B2B client relationships looking to deepen their customer understanding and to position themselves as strategic partners.

- Develop the big picture perspective: strategic thinking involves linking individual decisions and actions to the overarching organisational objective of enhanced, sustainable performance
- Learn the value approach to managing a business: effective strategic thinking capabilities are grounded in having a fundamental understanding of what drives financial performance, in terms of the ability of a business to create and capture value
- Explore strategy execution from a financial perspective: the success of a strategy initiative can be measured by tracking key financial metrics. Sound strategic thinking abilities combine successful execution with superior financial performance.

- Develop your ability to think strategically and see the big picture so that you can align an organisation's internal resources and capabilities with its evolving external environment
- Learn to take a value approach to navigating business decisions and driving sustainable competitive advantage
- Understand the impact of management choices on company financials to develop a strategy execution plan for superior financial performance.

Driving Digital Marketing Strategy

NEW

LENGTH

5 weeks

- Executives and senior managers from all business areas and professionals who thrive to develop a strategic understanding of digital marketing strategy
- Team leaders and managers seeking to develop and integrate cutting-edge digital marketing practices into their business processes and corporate culture
- Executives seeking to develop new sustainable, data-driven business models, manage change and extract value out of changing markets in a digital world.

- Embrace the three transformational shifts in marketing strategy by delivering powerful customer experiences and data-driven business models
- Understand the importance of moving from a product-centric perspective to customer-centric perspective
- Learn the steps to build a customer-centric digital marketing organisation and leverage digital solutions to improve marketing speed and efficiency
- Learn when and how you can leverage "big" data to generate customer insights and embed these insights into your products and services strategy
- Gain a view and appreciation for the design of a digital marketing organisation including the roles, structures, and movements required to drive effective change.

- Learn how to create and deliver value and secure sustainable competitive advantage
- Acquire basic analytical skills around "big" customer data to inform marketing strategy effectiveness throughout the customer funnel
- Strategically create and monitor online content to generate stronger engagement with customers and create outstanding customer experiences, and effectively manage online crises
- Effectively implement and execute a digital marketing strategy in your organisation by recognising and utilising key drivers.

Developing Emerging Leaders



LENGTH

5 weeks

- Professionals across industries who are progressing from being in an individual contributor role to leading a team of individual performers
- Emerging leaders who have to adapt to the demands of managing people and forming collaborations.

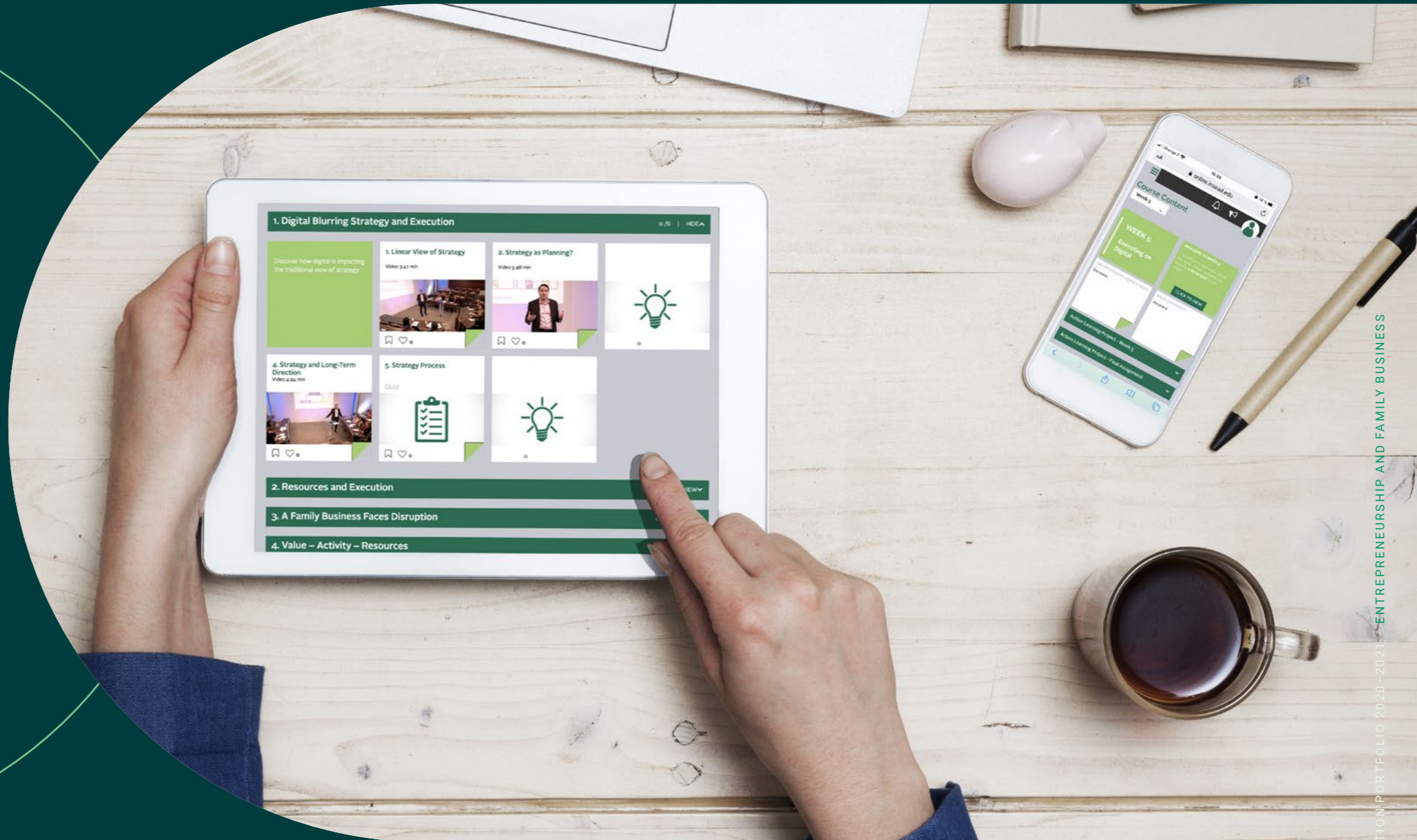
- Lead yourself: the first step in your leadership journey is learning how to lead yourself. Only when you have learnt to understand and monitor yourself will you be able to become a mindful and effective leader
- Lead others: your behaviour affects how others in your team and environment perceive you. Exceptional leaders exhibit certain behaviours that make people want to work for them
- Lead teams: a digital world calls for a different style of leading and forming collaborations. Effective leaders adapt to the dynamic nature of the digital age and create an environment that fosters meaningful and positive collaboration.

- Learn to monitor and mould your own behaviour and grow your awareness of how it affects others
- Discover how to create a workspace that motivates your team members to give their best while becoming skilful at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation.

“The platform is very user friendly. There are a lot videos which made it like a virtual classroom. The other element is the live coach that you receive throughout the course. So it is online but it feels like you are part of almost a face to face programme. The Business Strategy and Financial Performance programme allowed me to build a 3-5 year plan for the organisation that I am running today.”

Fabio Tiviti

Past participant, Business Strategy and Financial Performance



Design Thinking and Creativity for Business



LENGTH

5 weeks

- Senior executives who want to strengthen their ability to lead innovation and enhance their organisation's innovation capability
- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture
- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and the lean startup.

- Develop the fundamental creative skills to become a 'catalyst of innovation' able to address today's business challenges and innovate in any organisational context
- Experience the value of using structured methods for creativity management, relevant across organisational areas in which having creative problem-solving capabilities provides a competitive advantage
- Collaborate throughout your learning journey with INSEAD Design Coaches, who have a strong background and training in industrial design.

- Master the skills you need to sustain creative and design thinking capabilities
- Acquire the mindset and managerial levers you need to develop an innovative organisational culture
- Equip yourself with a methodology to put design thinking into action
- Learn how to solve problems creatively in any setting by collaborating with design coaches
- Action Learning Project to apply the learning in your personal or organisational context.

Financial Analysis for Non-Financial Managers

NEW

LENGTH

5 weeks

- The programme is designed for executives who require a better understanding of the financial impact of strategic choices, typically:
- Decision makers within an organization overseeing significant resources
 - Mid- to senior-level executives without extensive training in accounting or finance
 - From functional areas outside of Finance, including: Operations; Marketing; Research and Engineering; Legal; Strategy and General Management.

- Establish your financial acumen. Learn what is Balance Sheet, Income Statement and Statement of Cash Flows and how they connect to each other
- Understand how to link financial and non-financial performance measures to your project's or overall organisation's strategy and objectives
- Develop a method for identifying relevant information for every type of organizational decision
- Learn why is the metric Return on Invested Capital (ROIC) important and how to use it to evaluate productivity
- Understand how does ROIC relate to free cash flow and valuation and what are the preferred methods we can use to make strategic decisions based on forecasts of ROIC and value.

- Enhance your literacy of financial statements and terminology
- Improve your understanding of how strategic decisions impact financial metrics
- Gain insights into how revenues, costs and profits are allocated to products, customers and divisions
- Learn methodologies of financial decision making based on rigorous, but intuitive, frameworks including net present value (NPV), Internal Rate of Return (IRR), and Economic Value Added (EVA).

Innovation in the Age of Disruption



LENGTH

5 weeks

- Professionals who want to build their capabilities to innovate, and translate these skills into a competitive advantage for their organisation
- Executives who are affected by digital disruption
- Leaders who want to help their organisation become agile, transforming it into a vehicle of innovation.

- Develop an innovative mindset (People): understand what makes innovative people innovative by delving into research about the sources of creativity and innovation that help develop an innovative mindset
- Solve problems and experiment (Process): acquire insights from lean start-ups, design thinking, agile methodologies and business model innovation to develop a single, end-to-end framework for testing innovation ideas
- Foster innovation in organisations (Philosophy): learn how to successfully lead an innovative project and adapt to the uncertainty it brings.

- Understand the meaning of innovation and disruption, and learn about what kind of people lead innovation in today's business world
- Acquire the tools and frameworks to develop a process for innovation and successfully translate your ideas into action
- Help your organisation foster innovation to forge ahead of competitors.

INSEAD Gender Diversity Programme

LENGTH

5 weeks

- Executives who are in traditional leadership positions – of teams, business units, products or functions – and who are committed to driving gender balance in their area
- Senior executives who are responsible for driving the diversity and inclusion agenda of their organisations.

The programme is also relevant for human resources, and diversity and inclusion specialists.

- Build the business case: learn the social and moral case for gender balance and understand the potential impact of diversity on performance in teams and organisations
- Identify the key blockers: develop an understanding of the real challenges women face and how these manifest in your context
- Implement solutions: build a concrete, coordinated plan of action that involves interventions at multiple levels, supporting and reinforcing each other.

- Develop a customised business case for gender balance to drive momentum and commitment in your organisation
- Understand the range of challenges women face in organisations, and accurately diagnose those most pertinent to your context
- Design and execute a set of individual and organisational interventions – both behind the scenes and visible – that are tailored to your role and organisation.

INSEAD Fintech Programme

NEW

LENGTH

5 weeks

This programme is designed for business leaders, executives, and entrepreneurs interested in understanding the business case for and against various FinTech trends.

- Technology and Consumer Banking: The Payment System
- Technology and Credit: Lending and Fund-raising
- Technology and Money: Cryptocurrency
- Technology and Contracting: Blockchains
- Technology and Investing: Trading and Investment Advisory.

- Understand the main verticals of FinTech and their underlying key technologies
- Discover the incumbent/challenger ecosystem in each vertical
- Explore the disruptive power and limitations of key technologies from a business point of view
- Evaluate business opportunities or threats arising from FinTech and formulate appropriate strategies.

Leadership Communication with Impact

LENGTH

5 weeks

- Executives in leadership positions at all levels, looking to improve their impact and performance through more effective leadership communication.

- Develop your communication style: the first step in your journey to becoming a more effective communicator is to consider your personal communication style and preferences
- Develop your communication intelligence: exceptional leaders communicate in a way that inspires others and makes people want to work with them – and can adjust their communication approach for different situations and needs
- Develop your message and presence skills: through effective communication skills, successful leaders can inspire their teams to embrace the digital era's opportunities and encourage high performance, with agility and clarity.

- Discover the inner strengths of your communication potential by harnessing your communication intelligence
- Learn about your communication approach and how to adjust your communication style to increase your influence as a leader
- Build skills in creating compelling and relevant messages as well as displaying an impactful leadership presence
- Expand your communication capacity to motivate and inspire people, as well as successfully connect organisational vision, strategy and execution
- Create dynamic ways to continually hone and improve your communication skills into the future.

"I followed the Leading Organisations in Disruptive Times course in parallel to the change project, therefore learnings could be put in practice immediately. It had an impact on me personally and it helped me and the organisation to decide on ways of communication, building support within the organisation for the change etc. I highly recommend this program for anyone who is about to start a change project!"

Itske Lulof

Past Participant, Leading Organisations in Disruptive Times

"It was staggering just how quickly my coach understood the context of my work challenges and give me pointers that were always absolutely bang on the money. Our work together really motivated me to come back and share feedback on my process. It's a dynamic that brings something so real into the learning process: you go beyond the concepts and the best practices and bring out the real application."

Will Adcock

Past participant, Building Digital Partnerships and Ecosystems

Leadership in a Crisis: S.E.C.U.R.E. your Future

NEW

LENGTH

3 weeks

- Executives in leadership positions at all levels looking to lead their organisations effectively through a crisis.

- Discover and learn how to utilise the S.E.C.U.R.E framework:
- Stakeholders: Secure a deep relationship with your stakeholders
 - Effective Leadership: Secure your mission leaders, teams and people
 - Communication: Secure your lines of effective engagement
 - Unifying Priorities: Secure your mission, purpose and goals
 - Resources and Operations: Secure your mission's cash and business activities
 - Enact your 'Phoenix-Like' Rebirth: Secure your post-crisis surge.

- Engage your stakeholder portfolio and heighten your interactions
- Enhance your crisis messaging and develop stakeholder-centric communication skills
- Effectively lead a mission control leadership team
- Develop avenues for protecting liquidity and create business opportunities
- Become a "Phoenix-Like" leader.

Leading Organisations in Disruptive Times



LENGTH

5 weeks

- Senior executives and general managers responsible for setting and implementing the strategic direction of their organisation
- Executives preparing to transition into such roles.

- Understand why making decisions is the core work of leadership and recognise how decision-making in today's "empowered" workforce is less about "telling" than it is about guiding and facilitating an effective decision-making path
- Understand in more detail why change in the context of digitisation can be so difficult and discover ten pillars of research-backed good practices for leading organisational change
- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture and gain insights into how to shape such a culture and navigate its politics
- Explore why people often have ambivalent reactions to power and influence, even in "rational" organisations and understand the difference between hard and soft power, and why developing the latter is important.

- Understand the key challenges senior leaders face in leading more complex organisations
- Master and deploy practical tools (including the Fair-Process Leadership approach) for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Leverage power and influence dynamics in organisations, including effective network development
- Acquire skills for discerning the organisational culture you really have – not just the one you wish for – and how to shape that culture.

Stratégie des Affaires et Performance Financière (Available in English)

NEW

LENGTH

7 weeks

- Hauts potentiels souhaitant évoluer plus rapidement vers des positions de responsabilité
- Cadres dirigeants de fonctions comme les RH ou l'informatique cherchant à intervenir davantage en tant que partenaires dans leur organisation
- Responsables des relations clients B2B voulant mieux comprendre leurs clients et se positionner en partenaires stratégiques

- Comprenez les principales forces extérieures qui créent des opportunités et des menaces pour une entreprise, parce qu'elles transforment la chaîne de valeur, les schémas de demande et les pressions concurrentielles du secteur d'activité
- Explorez les difficultés à positionner une entreprise de façon stratégique pour établir et maintenir un avantage concurrentiel sur un marché dynamique
- Comprenez pourquoi il est important qu'une entreprise crée de la valeur pour la société en proposant des produits et services pour lesquels le montant que le client est disposé à payer dépasse le coût des ressources sous-jacentes
- Apprenez comment s'assurer qu'une entreprise capte de la valeur en sélectionnant des positions intéressantes dans la chaîne de valeur du secteur et en affichant une proposition de valeur différente
- Commencez à comprendre les tableaux financiers importants pour mesurer comment la stratégie d'une entreprise affecte son résultat
- Découvrez l'influence des choix du management sur les résultats financiers, en étudiant particulièrement la manière dont une meilleure prise de décision débouche sur une meilleure performance.

- Développer votre aptitude à penser stratégiquement et à établir une vision d'ensemble, de façon à harmoniser les ressources et les capacités d'une organisation en fonction de son environnement extérieur changeant
- Apprendre une démarche axée sur la valeur pour naviguer dans les décisions commerciales et assurer un avantage concurrentiel durable
- Comprendre l'impact des choix du management sur la position financière de l'entreprise afin d'élaborer un plan d'exécution stratégique qui garantisse une meilleure performance financière.

Strategy in the Age of Digital Disruption



LENGTH

5 weeks

This programme is a meeting place for two groups. It is designed for:

- Executives who are in traditional leadership positions – of business units, products and functions – who need to better leverage digital in their current leadership activities
- Executives who already have a deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.

Given the strategic orientation of the programme, participants should typically have at least 10 years' professional experience.

- Understand how digital is transforming the business landscape and how to adapt
- Create value and capture your share: to thrive in a disruptive environment, you need to have a robust business model that supports value creation, and more importantly, value capture
- Build a sustainable competitive advantage: in a digital world, businesses need strategic agility and the flexibility to respond quickly, but success still depends on having a long-term plan, which is only possible by integrating execution with formulation and analysis.

- Demonstrate how digital is transforming the industry value chain, patterns of demand and competitive pressures that impact your industry
- Leverage digital to develop compelling value propositions that help you to turn a threat into an opportunity
- Execute on digital strategies by aligning key activities across your organisation with new value propositions and by balancing strategic agility for a digital world with the longer-term sustainability required to build key resources
- Gain an understanding of AI and its value creation power and explore key challenges in executing AI strategies
- Acquire insights directly from leading executives on how they are adapting to digital in their own organisations.

Transforming Your Business with AI

NEW

LENGTH

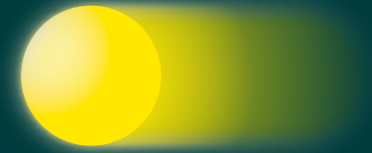
5 weeks

- Senior executives who want to understand how they can make their organisations AI-ready
- Leaders and senior executives seeking the comprehensive perspective they need to lead in a digital world, with a focus on the strategic, organisational and innovation implications of AI and data technologies
- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans.

- Understand what AI is and the AI applications across various sectors.
- Manage the implementation of AI and Machine Learning based projects within the organisation.
- Learn how to implementing AI with external expertise.
- Compare two approaches of machine learning - correlation and causation, discuss important tools for each and develop frameworks for when to use each.
- Develop a point of view on the challenges and risks, both logistical and ethical, that the advancement of AI poses.
- Understand the issues around privacy and ethicality (fairness) and the implications for organisation designs.

- Gain solid, jargon-free understanding of AI, Machine Learning and the opportunities for your organisation
- Explore how different applications work across functional areas
- Master the skills and vocabulary to work effectively with data scientists
- Understand the risks and limits of relying blindly on algorithms
- Learn how to build AI capabilities for your organisation
- Work on individual or group Action Learning Projects, with feedbacks from Learning Coaches, to solve real business problems within the context of your actual job and organisation.

Action Learning Project (ALP)



These guided 'real-world assignments' are a core element of INSEAD's Online programmes, designed to increase business impact, and to enable you to take newly acquired skills and apply them within the context of your actual job and organisation.

Each online programme centres around a specific Action Learning Project related to the learning objectives of that programme, allowing you to test ideas in a risk-free environment, then devise a realistic strategy plan that can immediately be executed once you return to work. Working with the learning coach, you will design an ALP that is right for your organisation and your personal learning objectives. For those attending the programme with a group of colleagues from the same company or organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

Learning coach

Learning coaches, led by INSEAD alumni, are available throughout the programme to help you achieve your learning objectives, as well as help move the discussion forward and exchange ideas with you. Experienced and successful business professionals from diverse industries, our learning coaches guide you in your learning journey, especially your ALP, to bring the learning alive in your business context. They work closely with you and help you design an ALP that focuses on your personal development goals, provide feedback and keep you moving in the right direction.

There are three phases to the ALP process: First, you will agree on the scope of your ALP with the learning coach, to make sure it aligns with the learning objectives of the programme and culminates in a concrete end goal.

Second, in each of the content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the content weeks, you will synthesise elements from your weekly submissions to propose concrete strategic recommendations for your organisation, and submit them for peer review. In the final week of the programme, the peer review will take place, where every participant will review 2 to 4 other submissions and provide peer feedback.



Real-time, immersive, virtual learning

Leveraging all the power of new-generation and real-time learning technology, connect from anywhere in the world and engage live with faculty and peers just like you would in an INSEAD classroom.

Against the backdrop of today's most pressing issues and trends and brought to you by INSEAD's international faculty - each thought leaders in their field of expertise - INSEAD GO-Live brings you insights and strategies to strengthen you and your organisation's performance.

Get the INSEAD experience wherever you are in the world. Challenging, inspirational and transformative programmes that deliver tangible and lasting impact from the word go.

Welcoming up to 45 executives per virtual classroom for a synchronous learning journey, participants have full eye contact with faculty whilst engaging with their peers, and can either focus on visual content or the whiteboard as needed. The learning experience is further supported by interactive tools including virtual breakout rooms, text chats and polling.

Although programmes are delivered at a set time, participants can log-in from home or work. And given today's hectic schedules and INSEAD's global outreach, each programme is delivered over multiple sessions offered at two different times, so you have the choice to attend according to your schedule and time zone.

The Learning Experience

- ➔ Full view of the Professor's movements and direct eye contact
- ➔ Virtual breakout rooms to drive group work. Access to whiteboard, chat, and polling.
- ➔ A bird's eye view of fellow participants and the ability to see virtual breakout rooms to drive group work.

Hear from our past participants:

"Without a doubt, one of the best online learning experiences I've ever had: highly interactive, engaging and insightful, with international participation and excellent course management. The professor and the INSEAD GO-live team make you feel at home all the time. Great program and excellent team!"

Cristina Andrés Urarte
Past participant, Decision-Making in Difficult Times

"This was my first GO-Live course and it delivered everything I was hoping to achieve. The quality of the course work, the Program Director, support team and my fellow participants were extraordinary. This was a truly international experience in a dynamic format that was well structured and interactive."

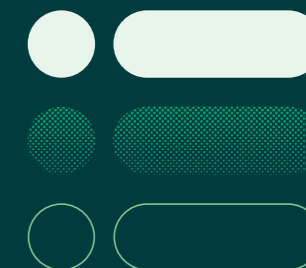
Andrew John Saker
Past participant, Designing and Leading Collaboration in a New World Order

"I highly recommend GO-Live session as it allows your company to continue to deliver super high quality learning content to your top leaders in a superior virtual learning environment.

The professor was highly knowledgeable about the content and topic and was able to really bring the participants to share their experience and thus added that extra layer to the program.

I would definitely consider joining another program such as this one in the future."

Maelle Pernelle
Past participant, Designing and Leading Collaboration in a New World Order



INSEAD Certificates

In today's volatile business environment, organisations need executives and board members with the insights, tools and expertise to guide them towards new heights.

As a leading educational player on the global business stage, INSEAD is uniquely positioned to offer four types of certifications that meet the needs of today's executives and directors.

- INSEAD Certificate in Global Management
- INSEAD Online Certificate: Leading in a Transforming World
- INSEAD Certificate in Corporate Governance
- INSEAD Advanced Certificate in Corporate Governance

INSEAD Certificate in Global Management

Deepen your global management and leadership skills at one of the world's leading business schools.

The **INSEAD Certificate in Global Management** is a formal recognition of continuous professional development in the areas of global management and leadership. The certificate allows you to strategically plan your development needs at a pace that fits your career progression. Simply complete 3 programmes, totalling 15 days minimum, over a 4-year period.



Why choose the Certificate?

1st class education

The Certificate in Global Management provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and gain fresh perspectives on the latest business trends.

Alumni status

Join our elite worldwide network of 59,500+ alumni in 175 countries and benefit from lifelong networking, professional development opportunities and preferential rates for all Executive Education programmes.

Flexibility

Within a 4-year period, you have the time to identify and select the programmes that best address your development needs as your career evolves.

1

Assess your needs

Identify the skills that you would like to develop or reinforce and build your personalised learning development plan under the close guidance of our team of advisors.

2

Select your programmes

Select and attend at least 3 programmes, totalling 15 days or more, over a 4-year period.

OPTION 1

Complete 1 core programme + 2 specialised programmes

OPTION 2

Complete 2 core programmes + 1 specialised programme

OPTION 3

Complete 3 core programmes

OPTION 4

Complete 1 customised or partner programme (minimum 3 days) + 2 programmes (core or specialised)

3

Enrol

Fill in the application form for the first programme you want to attend. A programme advisor will then be in touch to review your options and help you with the application process. Alternatively, you can contact a programme advisor to discuss the enrolment process.

For more information:
Email: CGM_Contact@insead.edu

INSEAD Certificate in Global Management

Select and attend your programmes over a 4-year period.

To enrol, you can visit our website to download and complete our pre-application form, indicating the programmes that you are considering for your certificate. A programme advisor will then be in touch to review your options and help you with the application process for your first programme. Alternatively, you can contact a programme advisor to discuss the enrolment process.

Email: cgm_contact@insead.edu



Choose your core programmes

These programmes have been selected for their focus on international management or leadership and will provide you with wide-ranging skills to manage globally.

- Advanced Management Programme
- Transition to General Management
- Management Acceleration Programme
- Leading Business Transformation in Asia
- AVIRA: Awareness, Vision, Imagination, Role, Action
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice
- INSEAD Coaching Certificate
- Learning to Lead
- High Impact Leadership Programme
- Leading for Results
- The Leadership Transition
- Women Leaders Programme
- Leading Across Borders and Cultures
- Strategy Execution Programme
- Leading Digital Transformation and Innovation

Choose your specialised programmes

Go deeper into key fundamental business areas.

Corporate Governance

- International Directors Programme
- International Directors Banking Programme
- Aspiring Directors Programme
- Leading from the Chair
- Value Creation for Owners and Directors
- Advanced Strategy for Directors
- Leading Change in an Age of Digital Transformation

Leadership

- Advanced Programme in Coaching Groups
- Strategic Decision Making for Leaders
- Leading Change in an Age of Digital Transformation
- Integrating Performance and Progress
- Leading Successful Change
- Strategic Leadership in Africa

Strategy

- Competitive Strategy
- INSEAD Blue Ocean Strategy
- M&As and Corporate Strategy
- Managing Partnerships and Strategic Alliances
- Powering Growth
- Business Strategy for HR Leaders
- International Management in Asia Pacific

Digital Transformation and Innovation

- AI for Business
- Innovation by Design

Marketing and Sales

- Strategic Marketing Programme
- B2B Marketing Strategies
- Leading Digital Marketing Strategy
- Leading the Effective Sales Force
- Negotiation Dynamics

R&D and Operations Management

- Supply Chain Management
- Strategic R&D Management

Finance

- Finance for Executives
- Advanced International Corporate Finance
- Advanced Asset Management
- Strategic Management in Banking
- Risk Management in Banking

Entrepreneurship and Family Business

- The Family Enterprise Challenge
- INSEAD Social Entrepreneurship Programme
- Corporate Venturing and Innovation
- Entrepreneurship: New Business Ventures

INSEAD Online Certificate: Leading in a Transforming World

2 years to complete your certificate and build your leadership skills for a transforming world

The INSEAD Online Certificate: Leading in a Transforming World is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete 3 programmes over a 2-year period.



1st class education

The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.

High impact

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

100% Online

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions tailored for the online format.

List of programmes eligible to the INSEAD Online Certificate:

Complete the **Strategy in the Age of Digital Disruption** programme and choose 1 programme per category below:

Core Programme:

- Strategy in the Age of Digital Disruption

Leadership:

- Developing Emerging Leaders
- Leading Organisations in Disruptive Times

Digital Transformation & Innovation:

- Innovation in the Age of Disruption
- Building Digital Partnerships and Ecosystems
- Design Thinking and Creativity for Business



Assess your needs

Build your personalised learning development plan under the close guidance of our experienced team of advisors.



Build your development plan

Select and attend 3 programmes over a period of 2 years.



Enrol and benefit from a 40% discount off the fee of your third programme

Contact our Programme Advisor to start the enrolment process: ioc_contact@insead.edu. Upon your enrolment on the third programme, you will benefit from a 40% reduction fee.

INSEAD Certification for Directors

Maintaining competitive advantage and leveraging emerging opportunities in today's fast-moving business panorama means equipping board members with the insights, tools and frameworks to deliver effective governance – and steer your organisation towards sustainable value creation. As one of the world's foremost actors in global business education, INSEAD is uniquely positioned to help your business meet this need.

We offer two types of certification for directors: the **Certificate in Corporate Governance** and the **Advanced Certificate in Corporate Governance**.

These two certificates complement each other: participants who obtain our Certificate in Corporate Governance can then attend a selection of INSEAD open programmes to obtain the Advanced Certificate in Corporate Governance.

INSEAD Certificate in Corporate Governance

This certificate offers directors an opportunity to prove – and improve – their effectiveness and excellence. The Certificate in Corporate Governance is designed to be a global credential for board members operating internationally. It aims to be the first of its kind offered by an academic institution, and underlines our desire to be part of this educational area, complementing our activities in management education. Participants build on the skills and knowledge they acquired through successfully completing the International Directors Programme. Holders of the Certificate in Corporate Governance understand the foundations of corporate governance. Furthermore, the certificate attests to a director's commitment to continuously develop their effectiveness and excellence.

INSEAD Advanced Certificate in Corporate Governance

This advanced certificate is designed for holders of the Certificate in Corporate Governance who wish to further pursue their development across core competencies that are key to effective directorship. It provides participants with a personal development plan at board level over multiple years (up to a maximum of five years) that is both stimulating and engaging. Directors gradually master the different technical and leadership competences and skills needed in the boardroom, better equipping them to address their duties and responsibilities. Directors can choose from a selection of INSEAD open programmes that focus on key areas that bring value to the boardroom, including leadership, strategy and value creation. In addition, active board membership is required to be able to explore and demonstrate effective application of theory and concepts in practice. Holders of the Advanced Certificate in Corporate Governance convey confidence and authority in their professional circles.



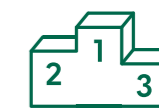
Become an INSEAD certified director

Demonstrate your ability to assume board roles by completing programmes that focus on four core competencies: director effectiveness, leadership, strategy and value creation.



Deliver value to your board work

Improve your performance and make a positive difference as a director, and show your commitment to your own development and to your organisation.



Join our global network of directors

Benefit from lifelong networking and learning opportunities through the INSEAD Directors' Network and INSEAD's worldwide community of more than 59,500 alumni.

Practical Information

CONTACT US

Whether you are looking for open programmes for yourself or your managers, or customised programmes for your organisation, our programme advisors are on hand to offer you one-on-one consultation and advice about what is most suitable for you. They will also be happy to provide you with further information or answer any questions you may have about INSEAD and Executive Education.

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Tel: +65 6799 5288
Email: execed.asia@insead.edu

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Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

INSEAD San Francisco Hub for Business Innovation

224 Townsend St., San Francisco,
CA, 94107 United States of America
Email: execed.usa@insead.edu

For the latest information about INSEAD Executive Education activities, please visit www.insead.edu/executive-education

CAMPUS INFORMATION

INSEAD is unique among leading business schools in having a 3-campus structure spanning Europe, Asia and the Middle East. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while customised programmes can be held anywhere in the world.

EUROPE CAMPUS

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

ASIA CAMPUS

The Asia Campus in Singapore occupies a 1.94-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities include 12 amphitheatres, 6 flatrooms, classrooms, study areas, 2 dining areas, 2 bars, a 24-hour library, a fitness centre and 133 hotel rooms for participants.

MIDDLE EAST CAMPUS

The INSEAD Middle East Campus is based in Abu Dhabi's recently established international financial centre, ADGM Square on Al Maryah Island. Abu Dhabi's dynamic business district is home to luxury hotels, boutiques and a wide array of dining experiences. With a flexible and contemporary design, this new, 3,500 square metre facility has 3 amphitheatres, 16 breakout rooms and a creative lounge.

SAN FRANCISCO HUB

Our first official center in North America, the San Francisco Hub in Business Innovation further consolidates INSEAD's global footprint and translates global insights and perspective to organisations and business leaders from the US and around the world. This state-of-the-art facility with two teaching amphitheatres and a large open multi-use space has been designed for the immersive and active learning experiences that characterise INSEAD's teaching methodologies.

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